



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 Copenhagen,  
Denmark

Report Number ISP-I-11-19A, 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, organizations, and activities affected by this review.



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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 Ambassador has led an effective dialog with the Danes and been the driving force behind major initiatives on women's issues and counterterrorism.
- The Ambassador also has fostered a high degree of collaboration among the various agencies at the embassy.
- The reporting, analysis, and outreach functions are operating below potential, due to the concentration of decisionmaking in the hands of the Ambassador.
- The embassy staff perceives that the Ambassador is unwilling to delegate authority, and that this weakens the chain of command and disempowers section leaders, making it difficult for them to organize their work and to hold officers within their sections accountable.
- The Ambassador has, in effect, become a first-line supervisor, and can be harsh in dealing with any lapses she perceives. (b)(2)(b)(5) [REDACTED]
- The embassy has been consumed with a series of resource-intensive, one-off events: two presidential visits during the last quarter of 2009 and an ambitious international conference it is cosponsoring in fall 2010.
- A small management section has adopted some of the Department's newest innovations, delivering high quality services in most areas. Some general services operations, however, suffer from inexperienced leadership and a lack of staff training.
- Increasing tourism, climate change, commercial opportunities, and the prospect of future independence will call for increased embassy attention to Greenland, currently an autonomous country within the Kingdom of Denmark.
- The public affairs section runs an active and efficient public diplomacy program that is well adapted to the Danish environment, but it should make several administrative improvements, particularly involving grants. The Ambassador should engage in more policy-oriented press activities as part of a long-term media strategy.

The inspection took place in Washington, DC, between September 1 and 29, 2010, and in Copenhagen, Denmark, between September 30 and October 14, 2010.

(b) (6) [REDACTED]

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## CONTEXT

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Denmark lies in northern Europe between the Baltic and North Seas and occupies the Jutland peninsula and an archipelago to its east, of which the largest islands are Zealand and Funen. This land area of 16,640 square miles constitutes about one-fourth of the Kingdom of Denmark, the remainder of which consists of Greenland (836,109 square miles) and the Faroe Islands (540 square miles). With a population of 5.5 million people and a gross domestic product per capita of \$58,000 per year, Denmark ranks sixteenth overall in the World Bank's 2009 Human Development Index.



**Map of Denmark.**

*Source: U.S. Government*

Denmark is the only Nordic country that is a member of both the North Atlantic Treaty Organization and the European Union, and its international engagement has reflected interests that are convergent with those of the United States. The Danes value the United States as a close ally, and twice welcomed President Obama during 2009. At its peak, Denmark had some 540 troops in Iraq; it has a current deployment ceiling of 750 troops in Afghanistan (Helmand province), in addition to peacekeepers in Kosovo and Lebanon. Denmark will chair the Arctic Council until April 2011, the UN climate change process until December 2010, and the European Union in 2012.

The Kingdom of Denmark is a constitutional monarchy with a unicameral legislature. Ruled since 2001 by a minority coalition government, it must call elections before November 2011. In line with its Scandinavian neighbors, the country has followed a relatively open immigration policy. However, immigration has emerged as an issue of concern in Danish politics, notably in the wake of the response among Muslims to cartoons they deem offensive that a Danish newspaper published in 2005.

With few natural resources of its own, the Danish economy is highly reliant on raw material imports and on its human resources to add value. Overall, its principal exports are machinery, instruments, and food products. The United States accounts for around 5 percent of total Danish merchandise trade, and in 2009 was Denmark's

largest non-European trading partner. Figures for 2010 will likely show China in that position. Aircraft, computers, machinery, and instruments are among the major U.S. exports to Denmark. The government is a major economic actor in the domestic economy, providing a wide array of social support, for which Danes pay a large share of their income in taxes. The precipitous global economic slowdown beginning in 2007 negatively affected Denmark's growth and led to a substantial increase in unemployment levels and to an eventual public sector deficit in 2009. Despite this deterioration in its public accounts, however, Denmark's fiscal position remains among Europe's strongest.

The embassy has benefitted from close relations with the Danish Government, business, and civil society to enhance cooperation across the board, notably in antiterrorism, military sales, infectious diseases, and the environment. During the inspection, the embassy was making preparations for an ambitious, multimedia conference in Copenhagen which the U.S. and Danish Governments are cosponsoring on the role of women in global security.

## EXECUTIVE DIRECTION

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The Ambassador arrived at the embassy on July 29, 2009. Since that time, she has endeavored to bring together the entire mission team in a coordinated effort to represent U.S. interests in Denmark. The deputy chief of mission (DCM) is new at post and is quickly getting a complete grasp of mission operations. The Ambassador has been able to maintain an excellent working relationship with the Government of Denmark, and has been the driving force behind a number of noteworthy initiatives.

Denmark will remain an excellent partner of the United States in many areas of shared interests. Two presidential visits and visits by cabinet members and congressional delegations have been the hallmark of the Ambassador's first year at post. The embassy will follow up this year with the top priority year of co-hosting, with Denmark, the Nordic-Baltic Conference on the Role of Women in Global Security, to take place in Copenhagen October 29-30, 2010. The genesis for this event was the Ambassador's experience as a board member of the United States Institute of Peace.

The Ambassador uses her 4-days-per-week senior staff meeting, weekly country team meetings, and targeted meetings with section heads and working groups to direct the country team's efforts toward meeting the goals of the Mission Strategic and Resource Plan (MSRP). This approach has fostered a high degree of collaboration among non-Department of State entities at post. Agency heads reported to the Office of Inspector General (OIG) team that they had an active role in the development and implementation of the MSRP and shared their agency's reporting and analysis plans with senior embassy management.

The Ambassador arrived at the embassy as soon as she could, pressed for time to present her credentials to prepare for several high-level visits planned for fall 2009. As a result, she did not conduct all of the consultations in Washington that ambassadors normally conduct in advance of assuming charge. This situation left her less than fully prepared for the work she had to undertake immediately upon her arrival.

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**RECOMMENDATION 1:** The Bureau of European and Eurasian Affairs should arrange consultations in Washington for the Ambassador of Embassy Copenhagen at the earliest opportunity. (Action: EUR)

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During that same transfer season, the embassy experienced a heavy turnover of personnel. Besides the Ambassador, the turnover included four of five political/economic officers, all three consular officers, the regional affairs chief, and the

Defense attaché. The deputy of the political/economic section left a vacancy in his position when he took a 1-year assignment in Afghanistan. Continuity at the embassy further suffered when the Ambassador, after conferring with and receiving guidance from the Department, asked the former DCM to leave the embassy in January 2010. This departure resulted in a staffing gap of the DCM position for 9 months, which the political/economic section chief filled on an acting basis. There followed extended gaps in both the management officer and regional security officer (RSO) positions as well.

The Ambassador has felt these gaps, as well as the relative lack of preparation for her rather precipitous arrival, as a lack of support. She responded by shouldering a major portion of priority setting, sometimes directing the day-to-day operation of many embassy sections personally, which staff perceive as in effect displacing the authority of section heads and bringing the most routine tasks under her close supervision. For fear of having items “fall through the cracks” or “be sent out incorrectly,” the Ambassador frequently checks officer performance at all levels of preparation and has sometimes been reluctant to delegate authority, even to the DCM. Where she perceives lapses, her response has been sharp and, to those affected, frequently unpredictable. (b)(2)(b)(5)

The OIG team recommended a restart in the front office, assigning the DCM the role of the embassy’s chief operating officer, affirming a clear chain of command, and pursuing transparency. (b)(2)(b)(5)

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**RECOMMENDATION 2:** Embassy Copenhagen should implement operating procedures that assign the responsibility for administrative and day-to-day operations of the embassy, as well as the decisionmaking related to these functions, to the deputy chief of mission. (Action: Embassy Copenhagen)

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**RECOMMENDATION 3:** Embassy Copenhagen should issue an administrative notice that delineates a clear chain of command and makes section heads fully responsible for the conduct of their sections, and affirms their role in maintaining oversight and quality control over their section’s work. (Action: Embassy Copenhagen)

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**RECOMMENDATION 4:** Embassy Copenhagen should foster greater transparency, with the front office exchanging more information regarding operations and activities with the working levels of the embassy, to include attending working level meetings. (Action: Embassy Copenhagen)

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The embassy deployed the State Messaging and Archival Retrieval Toolkit (SMART) in April 2010, but reporting officers have yet to realize its full potential. For example, officers indicated to the OIG team that they had yet to send any record emails, professing lack of confidence in the procedure to do so, as well as uncertainty regarding how to identify such records.

***Informal Recommendation 1:*** Embassy Copenhagen should develop and distribute guidelines for when to use informal email, record email, and cables for communication and reporting.



# POLICY AND PROGRAM IMPLEMENTATION

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Agency heads expressed satisfaction with the level of interagency cooperation and strong front office support. Interaction among agencies is high, and information exchange effectively bridges the intervals between meetings of working groups on law enforcement and counterintelligence.

## THE POLITICAL/ECONOMIC SECTION

Embassy Copenhagen has a combined political/economic section consisting of a cadre of political officers; an economic officer; an environment, science, technology, and health (ESTH) officer; and three LE specialists supporting each function. The section engages with the Danish Government, business, and civil society across a broad policy range, and has identified a clear set of objectives and reporting milestones, both in the MSRP and in its own reporting plan.

The section has been challenged to meet this agenda. The absence of the deputy section chief on a 1-year tour to Afghanistan has meant that the section has lacked the capacity to complete some of its planned reporting. In addition, two presidential visits, turnover in senior staff, and preparations for a large, U.S. cosponsored conference have diverted a large share of the remaining resources from core reporting. The consequent press of business has led officers to develop some of their reports with little and often no face-to-face interaction with Danish officials, relying instead on material from the press and the Internet. This is only nominally responsive to the embassy's reporting responsibilities. In view of the resources the Department expends to deploy reporting officers to the field, their first-hand assessments of the developments on which they report are essential.

The Ambassador is deeply involved in all aspects of reporting and approves all substantive cables, regardless of whether the DCM has reviewed and cleared them. Her editorial intervention is frequent and substantial, and an excessively rigorous clearance process has resulted in some delays in filing cables. Even in the case of routine *démarche* cables, the section must prepare a package for the Ambassador's approval that includes background to the issue, talking points, and recommendations for the action officer and the *démarche* recipient. Once the officer has delivered the *démarche*, the section produces a reporting cable package. In this way a routine function has become a time-consuming and staff-intensive activity, often

significantly delaying the démarche process. In recent months, the Ambassador has agreed to receive only information copies of packages for the most routine démarches, rather than holding them for approval. While this is a positive step, it only partially addresses the time delay issue, and does not reduce the burden on staff. A similar document preparation protocol is in place for other reporting cables.

Reporting has suffered in recent months. Washington end users noted a fall-off in quantity of substantive reporting, and indeed, the OIG's review determined that démarche responses constituted the bulk of cable reports. It also determined a shift in substantive reportage in favor of a relatively strict recitation of fact, in lieu of the kind of analysis and biographic insight that are the stock in trade of reporting officers. "Embassy comment" sections and biographic background were typically absent. The section should take advantage of the restart discussed above to revamp its own procedures and practices to correct these shortcomings.

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**RECOMMENDATION 5:** Embassy Copenhagen should design and implement a clearance process for the political/economic section to increase its productivity and the quality of its reporting. (Action: Embassy Copenhagen)

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**RECOMMENDATION 6:** Embassy Copenhagen should implement a plan for the political/economic section to report more context and undertake more analysis in its reporting. (Action: Embassy Copenhagen)

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To a considerable degree, the embassy relies on email for communication with Washington consumers, and officers direct their spot reporting to known end users as developments occur. Even though these emails require ambassadorial approval, officers find them a more convenient means of informing policymakers than cables, which are subject to more rigorous front office vetting. The drawbacks of this approach to reporting are well known: distribution is inadequately broad to reach the full range of end users; the report does not create a retrievable record in accordance with 5 FAM 414.5 and 5 FAH-4 H-113; and the report is not sufficiently authoritative to be cited in some government reports.

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**RECOMMENDATION 7:** Embassy Copenhagen should rebalance its use of email and informal messages in favor of cables that report developments, analyze trends, and offer scenarios and suggestions for U.S. policymakers. (Action: Embassy Copenhagen)

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### *Environment, Science, Technology, and Health*

The ESTH section consists of a single officer and a dedicated local employee. The bilateral elements of this function have proliferated, as the United States has become more engaged with the Danes on climate, Arctic issues, and the U.S.-Denmark-Greenland Joint Committee (discussed below, in the section on Greenland). The embassy's work on "greening" its own facilities has also demanded ESTH section attention.

However, in addition to his bilateral duties, the ESTH officer has regional responsibilities. Copenhagen is an ESTH hub; as such, it covers the five Nordic countries and to a lesser extent Germany, Poland, and Russia. The Bureau of Oceans and International Environmental and Scientific Affairs is seeking to strengthen the role of such hub officers.

The ESTH officer currently reports to the political/economic section chief, who is his rater; the DCM is his reviewer. The ESTH officer's portfolio includes substantial regional content, and his Copenhagen-based officers may not be fully aware of much of that content. It would be preferable if the ESTH officer's evaluation fully reflected his performance on regional, as well as bilateral, issues.

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**RECOMMENDATION 8:** Embassy Copenhagen, in coordination with the Bureau of Oceans and International Environmental and Scientific Affairs, should amend the work requirements of position 57152000, such that the reviewing officer is an appropriate officer in the Bureau of Oceans and International Environmental and Scientific Affairs. (Action: Embassy Copenhagen, in coordination with OES)

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## INTERNATIONAL CONFERENCE ON THE ROLE OF WOMEN IN GLOBAL SECURITY

The FY 2012 MSRP introduces a new goal for FY 2011: convening an international conference to mark the 10th anniversary of the UN Security Council Resolution 1325 on Women, Peace and Security, highlighting the important role that women play in preventing and resolving conflicts and in building peace and stable societies. The Ambassador has been the inspiration and driving force behind this project, which the United States is cosponsoring with the Danish Government. Its focus will be on the lessons learned from women in Afghanistan, Liberia, and Uganda in

the areas of conflict and peacekeeping operations, post-conflict reconciliation and reintegration, and economic development.

The Ambassador discussed this conference with Washington interlocutors early in her tenure, eventually settling on the dates of October 29-30, 2010. However, planning for the conference, in earnest, suffered from staffing gaps in critical positions (notably the DCM and management officer), and communication with the Department failed to mobilize sufficient resources. Some 6 months in advance of the target date, the embassy assigned an entry-level officer (ELO) to the project, and an eligible family member later joined the effort, which also benefitted from the support of the public affairs section (PAS). Although a number of Department entities mobilized some resources, the lack of timely coordination with the Department meant that the embassy lost opportunities for more financial support. The embassy invested a great deal of time and staff effort in preparing and carrying out fundraising, and was fortunate that the conference's timing enabled it to benefit from a surge in end-of-year funding.

The priority the embassy assigned to this conference displaced a number of other activities, and may have affected the embassy's ability to adjust to guidance from Washington. As noted elsewhere in this report, it likely affected the quality of reporting and public diplomacy priorities. Once the conference is concluded, the OIG team expects that the embassy will be able to pursue its normal MSRP goals in a more balanced fashion.

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**RECOMMENDATION 9:** Embassy Copenhagen should review the priorities it set out in its 2012 Mission Strategic and Resource Plan and, in coordination with the Bureau of European and Eurasian Affairs, identify those priorities that would benefit most from a normal programming of resources. (Action: Embassy Copenhagen, in coordination with EUR)

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## GREENLAND

Greenland is an autonomous country within the Kingdom of Denmark, recognizing Danish Queen Margrethe II as its sovereign, and entrusting its defense and foreign policies to Copenhagen. The subsidy of 3.2 billion Danish kroner (about \$600 million) that Denmark provides it each year will decline, as Greenland's collection of natural resource fees increases. Greenland shows great promise as a source of oil, and the discovery of reserves there will ease the path toward its full independence in the near future, should it move in that direction.

The OIG team noted many embassy efforts devoted to managing the relationship with Greenland. The most visible of these is that the 21st Contracting Squadron's Detachment 1 is supporting the U.S. air base in Thule. The ESTH section manages a three-way dialog in the U.S.-Denmark-Greenland Joint Committee, a forum in large part aimed at building Greenland's governance capacity. The economic officer has worked with the Foreign Commercial Service to support the surging interest of the U.S. business sector in Greenland's oil and aluminum industries. PAS supports an American Corner in Nuuk (described below), conducts an annual speaker program there, devotes one of its International Visitor Leadership Program slots to a candidate from Greenland, and provides grant assistance to help fund development of a Greenlandic-English dictionary. The consular section manages a caseload in Greenland that is poised to explode if current business and tourist trends continue.

The OIG team believes that now is the time for the embassy to begin conceiving how best to cover functions in this incipient nation. The embassy and Department interlocutors discussed with the OIG team the need for more staff time on the ground in Greenland. Considerable expertise already exists within the embassy on Greenlandic issues, and the embassy should mobilize that expertise to develop recommendations to address U.S. interests in Greenland and to develop options for coverage, particularly if Greenland moves toward independence.

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**RECOMMENDATION 10:** Embassy Copenhagen should constitute a working group composed of embassy elements that are active in Greenland, to determine whether and how to increase staff time in Greenland; identify U.S. strategic interests there; and, in coordination with the Bureau for European and Eurasian Affairs, develop recommendations for how to pursue these interests. (Action: Embassy Copenhagen, in coordination with EUR)

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## PUBLIC DIPLOMACY

The PAS runs an active \$1 million program with two officers and just five LE staff members. The Danish environment is conducive to public diplomacy efforts, as the country is a U.S. ally and anti-Americanism is not a significant problem. PAS has adapted its approach in accordance with this sophisticated, information-rich society, especially in the operations of the Information Resource Center (IRC).

Over the past several years, the section has focused significant effort on Muslim outreach, minority integration, and Greenland programs. In the face of steady or declining resources, it has supplemented its budget by submitting project proposals

in response to Department offers of special funds. To aid in strategic planning, the section has a public diplomacy implementation plan that spells out how it will use various programs to carry out MSRP goals. However, over the past year, the series of major one-off events—presidential visits, a major summit on the UN climate change process, and the October 2010 Role of Women in Global Security conference—has occupied a huge chunk of the section’s time, energy, and resources. The conference, for example, diverted some public diplomacy funds that would otherwise have gone to a minority exchange program.

These special events and the need to rely on special project funding for major initiatives have hampered strategic planning and implementation. The section also needs to improve some of its administrative procedures, particularly those involving grants.

### *Information Outreach*

The Ambassador has traveled extensively around Denmark and conducted numerous interviews with regional and local news media. She has also given press interviews in connection with the various conferences and special events, but has participated in few substantive, policy-oriented interviews or media activities. As the primary public face of the embassy and American policy, the Ambassador has a unique role and impact in public diplomacy. The embassy needs a long-range media strategy for the Ambassador and a regular way of providing her with issue-oriented briefing materials for major interviews and speeches. For her part, the Ambassador needs to develop more informal ties with journalists in order to conduct effective media outreach.

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**RECOMMENDATION 11:** Embassy Copenhagen should develop and carry out a long-range media strategy for the Ambassador that includes public interviews and speeches, as well as informal, off-the-record gatherings with journalists. For these encounters, the Ambassador should receive briefing materials covering key issues. (Action: Embassy Copenhagen)

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PAS has the lead in press matters, and other sections and agencies in the embassy refer press inquiries to the section and keep it informed about press-related events. However, the embassy lacks a formal press policy that encourages broader embassy interaction with the press and establishes ground rules.

***Informal Recommendation 2:*** Embassy Copenhagen should develop a formal media policy and circulate it periodically to embassy staff.

The IRC takes a non-traditional approach in keeping with its limited resources and the Danish milieu. Not open to the public, the unit consists of a single staff member

(the director) and a couple of bookcases of reference materials in his office. Unlike many IRCs, it does not send out information products to select recipients, because the director found that the recipients had a multitude of other sources of information and were not interested in receiving embassy emails. Instead, he focuses on the Web site and social media and answers questions from contacts, journalists, and the public. A key initiative is the IRC's collaboration with the Danish Ministry of Education to provide information about the United States for Danish schoolchildren on the ministry's Web site. The OIG team highlighted this creative site as a best practice.

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### **BEST PRACTICE: Providing Information about the United States to Schoolchildren**

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**Issue:** In Denmark's crowded information environment with many competing sources, PAS faces a challenge in drawing audience attention to its information materials about the United States. Reaching schoolchildren is a special challenge.

**Response:** In cooperation with the Danish Ministry of Education, the embassy's IRC created a Virtual Presence Post-type site within the ministry's main education portal for Danish students: [www.EMU.dk](http://www.EMU.dk). The site contains information in Danish and English about American history and culture drawn from [America.gov](http://America.gov) and other sources and divided into different sections for elementary, middle, and high school students. It also contains links to the embassy's social media sites. For the younger children, the site features a mascot, "Teddy," a teddy bear diplomat who is friends with the main site's emu mascot and shares adventures with him. One of the blogs on the site refers to them as "furry agents of cultural exchange."

**Result:** Children are able to find the American information pages because they are part of a Web portal they access frequently. Because the site is located within the ministry's main education portal and follows its rules on accuracy and objectivity, Danish teachers feel comfortable using the materials in their classrooms.

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The IRC manages the embassy's three social media sites—Facebook, Twitter, and YouTube—but is still grappling with the purpose and goals of these sites. Maintaining social media sites is very time consuming, especially with regard to editing videos for the YouTube site. These videos greatly increase the reach of embassy public diplomacy programs. Some of the videos receive more than a thousand views, but there is an inverse relationship between the seriousness of the topic and the number of viewers. At the time of the inspection, the embassy's social media sites did not meet some of the requirements for dealing with social media, as outlined in the new subsection of 5 FAM 790, which was issued in June 2010. These include, for example, sections on registering sites in the Information

Technology Asset Baseline (5 FAM 793.1 d.), incorporating Terms of Use (5 FAM 793.4 b.) and 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 staff was unfamiliar with the new regulations.

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**RECOMMENDATION 12:** Embassy Copenhagen should bring its social media sites into compliance with the new Department guidelines on social media. (Action: Embassy Copenhagen)

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PAS supports one American Corner, located in Nuuk, the capital of Greenland, in the second-floor library at the Nuuk Teacher's Training Institute. The Corner receives only limited use, primarily by college and high school students. It has a small book and DVD collection, and its volunteer director arranges little or no programming there. Embassy Copenhagen finds it difficult to support the corner with programs, because it is so remote and its facilities are so small. In other circumstances, this American Corner would be a likely candidate for closure, but it has symbolic importance as a tangible example of U.S. support, in keeping with the U.S.-Denmark-Greenland Joint Committee's charge to promote cooperation in a range of areas, including education and culture. Given its relatively low cost, the OIG team believes that the embassy should make decisions about the future of the corner only within the context of the overall strategic approach to Greenland discussed above.

### *Education and Exchanges*

A joint Danish-American Fulbright Commission, established in 1951, runs the Fulbright Program in Denmark. It shares offices and staff with another exchange organization, the Danish America Foundation, in an unusual partnership to save on administrative costs. The arrangement appears to work well. The contribution of the Danish Government (\$400,000 in FY 2010) exceeds that of the United States (\$310,500), but the overall Fulbright budget has stagnated in the face of rising costs, leading to concerns about the long-term health of the program.

The commission has expanded the reach of Fulbright in Denmark to include programs aimed at minority and underserved communities, such as the Summer Institutes for European Student Leaders and a community college teacher exchange. The largest element of the Fulbright exchanges is the student program, in which seven American students travel to Denmark to conduct research projects, while about twice that number of Danes go to the United States. One problem with the American student program is that the Institute for International Education, which prescreens the American applications, does not send forward enough candidate applications

for the Fulbright Commission to consider (normally 12 to 15 candidates for seven slots). However, either a certain number of the students' projects are not feasible for Denmark or the candidates receive other scholarship offers. At times, the commission has had barely enough candidates to fill the available slots, and no alternates in case someone drops out. In the past, the commission has requested additional candidates and has found them to be of high quality. Therefore, the commission would like to consider more candidates from the start.

The Bureau of Educational and Cultural Affairs has agreed, on a pilot basis, that it will give the Institute for International Education's screening committee no limits on the numbers of applicants it should recommend. Instead, the panel will determine whether or not to recommend a given applicant, and forward a rank-ordered list of all recommended candidates to the commission in Denmark. The OIG team believes that this practice will result in an increased number of candidates for the commission to consider.

The Fulbright Commission also conducts an active Education USA advising program, with two advisers who conduct advising sessions at their headquarters in Copenhagen and travel throughout Denmark. Cooperation from the embassy consular section is good. However, for reasons that are unclear, consular officers do not participate in joint outreach efforts with the educational advisers as they did in the past.

***Informal Recommendation 3:*** Embassy Copenhagen should have its consular officers participate jointly with Fulbright Commission's Education USA advisers in sessions promoting study in the United States.

Each exchange program participant represents a significant investment of program funds, but PAS does not have an alumni database or other systematic way to keep records of all its alumni. The embassy has a Contact 7 database that it uses primarily for the July 4 reception and events involving the front office. However, this database does not include information about whether a contact has participated in a U.S. Government-sponsored exchange. It is possible to add such a field to the database. The usefulness of the Contact 7 database would be even greater if PAS staff could view it from their desktops.

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**RECOMMENDATION 13:** Embassy Copenhagen should create a field in its Contact 7 database to record the status of U.S. Government exchange program alumni, and should add all program alumni to the database. (Action: Embassy Copenhagen)

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***Informal Recommendation 4:*** Embassy Copenhagen should install view-only access to the Contact 7 database on the desktops of the staff in the public affairs section, in addition to the staff member who has editing rights on the system.

Although Embassy Copenhagen frequently invites program alumni to embassy events, it does not have an alumni outreach strategy, there are no alumni organizations, and only 2 percent of alumni have signed up for the Department alumni Web site. PAS staff has tried to organize alumni groups, without success; they find it an uphill battle, because Danes lack a tradition of alumni involvement. Brainstorming with the alumni themselves might provide a better sense of what kinds of alumni engagement would work best in Denmark.

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**RECOMMENDATION 14:** Embassy Copenhagen should solicit ideas from alumni themselves for energizing alumni engagement, including organizing informal dinners or other kinds of sessions at a working level. (Action: Embassy Copenhagen)

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### ***Administrative Issues***

A sampling of the PAS grant files showed that they lacked several required documents and forms. None of them used the mandatory Federal Assistance File Folder Form, DS-4012, which includes a checklist of the other documentation that should be in the grant file. Its absence makes it more difficult to ensure that grant files are complete. The files did not include full financial documentation and the required justification form for grants issued without full and open competition.

Some of the grant budgets were problematic, with insufficient detail about how grant money should be spent. One grant file lacked evidence of the required bureau approval for grants over \$10,000, and PAS staff confirmed that they did not seek bureau approval, because they misunderstood the regulation. On some grants, the stated project period did not correspond to the period of time in which the money was spent. Some files had no program reports, financial reports, or other documentation of project completion.

***Informal Recommendation 5:*** Embassy Copenhagen should use all required grant forms as specified by the Office of the Procurement Executive and include evidence of program completion in all grants files.

PAS handles travel arrangements through grants and buys tickets through procurement requests for the International Visitor Leadership Program. This procedure precludes the use of the General Services Administration's discounted Airline City

Pair fares and means that air tickets are often more expensive, or less flexible, or both. The Bureau of Educational and Cultural Affairs has determined that travel for this program is invitational travel, and that invitational travel orders, which require the use of City Pair fares, should be issued for International Visitor Leadership Program travelers.

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**RECOMMENDATION 15:** Embassy Copenhagen should use invitational travel orders for its participants in the International Visitor Leadership Program. (Action: Embassy Copenhagen)

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PAS uses the general services office's (GSO) procurement office to purchase the items it needs, even those of low value. It would be more efficient if the section designated a staff member to obtain a government purchase card.

***Informal Recommendation 6:*** Embassy Copenhagen should direct a staff member from the public affairs section to obtain a government purchase card.

PAS does not have a formal plan for using its representational funds. Developing such a plan would facilitate a more strategic approach to the use of these funds, while encouraging the LE staff to make more use of representation to bolster their own relations with contacts.

***Informal Recommendation 7:*** Embassy Copenhagen should require that the public affairs section develop and implement a representation plan.

Local staff members in PAS have generally received the training they need, but there is no record of who has received which training and when. For future planning purposes, it would be useful to have a spreadsheet showing this information.

***Informal Recommendation 8:*** Embassy Copenhagen should develop and use a training spreadsheet in the public affairs section.

## CONSULAR OPERATIONS

The consular section at Embassy Copenhagen functions well as a team, and is appropriately staffed. An experienced consular chief trains and mentors the first-tour officers, a continuing responsibility. One ELO is in a rotational position, which means that a new officer arrives in the section each year.

### *Language Training*

All three consular officer positions are language designated. The consular chief and the two first-tour ELOs did not have language training before their arrival; the incoming rotational officer has language training. The current rotational officer has a language waiver, because he filled an unexpected vacancy. However, he will rotate into the political section and it would be desirable for the incumbent in this position to have language training.

Since almost all Danes and residents of Denmark speak, read, and write very good (if not excellent) English, there is general agreement in the section that Danish is not necessary for the other two officers. For the occasional non-English speaking applicant, such as a third country national resident or refugee who speaks only Danish, any of the LE staff can provide an accurate interpretation. In 2009, only 2 percent of the cases required an interpreter. The consular chief conducts outreach activities in English and uses English in his interaction with Danish authorities.

Language classes at the embassy provide useful basics of the language that ease transition into Danish society. Not requiring Danish language training for the two officers will provide considerable cost savings to the Department, including officer salaries, benefits, and temporary duty expenses during the required 6 months of study in the Washington area.

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**RECOMMENDATION 16:** Embassy Copenhagen should notify the Department that language training is not necessary for consular officer positions 3009500 and 30605000, and should request that these positions no longer be language designated. (Action: Embassy Copenhagen)

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### *Physical Space*

The consular section's physical space, although sufficient, does not have an ideal office and work space layout for officer oversight of the operation. Despite a major renovation in January 2009 that added an interview window and other improvements, (b)(2)(b)(5)

[REDACTED] A future renovation of the chancery, now scheduled for 2014, should include changes to improve consular oversight. In the meantime, a review of the current set-up and proposal of any renovations, such as replacing some walls with windows and reallocating officer offices for better oversight, would improve the situation.

*Informal Recommendation 9:* Embassy Copenhagen should review and implement measures that can be taken now to improve (b)(2)(b)(5) the consular section.

The consular waiting room space is sufficient, and there is a separate section for American citizens. However, construction is about to begin on a renovation that will add a door to the waiting room that will lead directly from the compound access control. The stated purpose of this construction is to separate the public from the employees' main chancery entry. However, the new door is intended only for entry, and the public will still exit through the main chancery door. The net result will be less seating space in the waiting room and perhaps better flow, but the public will still have access to the main chancery entrance as they exit. This issue is further discussed in the security annex of this report.

### *Visas*

Over 97 percent of Danish citizens take advantage of the Visa Waiver Program (VWP) for tourist and business travel to the United States. Students and exchange visitors and those applying for special category visas to work or to invest in the United States occupy most of the staff time. E visas (treaty traders and investors) involve the greatest commitment of time in terms of reviewing documentation prior to interview, and the cases can be quite complicated. Officers are careful to scrutinize third country national applicants. They submit requests for special advisory opinions for those cases that require it or that they believe may be of interest to agencies in Washington. The consular chief reviews adjudications of all ELOs to ensure quality control and to guide them in their decisionmaking.

The recent imposition of a fee for the Electronic System for Travel Authorization, required for VWP travelers, caused a flurry of inquiries and some complaints to the embassy as the public objected to the fee or had difficulty using credit cards to pay it. However, an active outreach effort helped Danes adjust to the new requirement.

The embassy has been actively negotiating with Danish authorities to conclude two agreements required for continued participation in the VWP. These are the Preventing and Combating Serious Crime agreement and the Homeland Security Presidential Directive 6 agreement on information data sharing regarding known and suspected terrorists. The Ambassador and the Justice Ministry signed the first agreement during the inspection, but negotiations for the second are on temporary hold. The embassy expects to resume negotiations in the near future and is confident that it can conclude negotiations before the next visa waiver review in 2012.

Copenhagen's immigrant visa workload is small, just over 200 for FY 2009. Third country national applicants often experience problems with their applications, because their personal documents are difficult to obtain or verify. The consular

section relies on other posts to verify questionable documents, especially those from Iraq and Afghanistan.

### *Visa Referral Policy*

There is little need or demand to use the visa referral system at Embassy Copenhagen, since the wait time for nonimmigrant visas is usually short, and Danes usually travel under the VWP. However, the embassy recently reissued, under the Ambassador's signature, the visa referral policy based on the worldwide guidance. Although an officer who wants to make a referral must sign a statement acknowledging understanding and adherence to the visa referral guidance, it would be advisable for the consular officer to make a presentation to embassy staff, including the LE staff, so that all mission personnel are fully aware of the requirements.

***Informal Recommendation 10:*** Embassy Copenhagen should arrange at least annual presentations on the visa referral policy and procedures for all staff members.

### *Visas Viper*

The consular chief chairs the Visas Viper committee. During the inspection, the committee met with all mission law enforcement representatives present. Following the new Visas Viper guidelines, the committee nominated seven names for possible entry into the appropriate database. A cable went to the Department the following day with information about these individuals.

### *Anti-Fraud Program*

Denmark's level of fraud is relatively low, consisting mostly of document fraud or applicants attempting to travel on tourist visas to work as au pairs in the United States in violation of U.S. law. Danish immigration and asylum laws have become more restrictive in recent years, limiting the ability of third country nationals to enter and reside legally in Denmark. There are large communities of Iraqi, Afghani, Iranian, Somali, and other non-Danish residents in the country, and the section has identified several cases of fraud among them. One officer and one visa clerk devote part of their time to anti-fraud efforts. Neither has had formal anti-fraud training in Washington, although the post has nominated the local employee for this training. Such training would give this employee the tools to provide continuity and institutional knowledge as consular officers, especially ELOs, rotate through the section.

The local employee has traveled to Embassy Stockholm to confer with the anti-fraud unit about fraud trends in the Nordic countries. She also contacts other posts

when necessary for advice and assistance. Regular exchanges among the Nordic posts, whether they involve travel to neighboring posts for individual consultations, attending conferences, or participating in video conferences, have numerous benefits. They would foster synergies and promote information sharing on fraud trends and applicant schemes that would benefit all. Regional fraud conferences could include Washington participation. Such meetings should be carefully planned and have an appropriate agenda and focus for maximum benefit.

***Informal Recommendation 11:*** Embassy Copenhagen should consult with neighboring posts and propose and support initiatives to hold periodic meetings or video conferences focused on improving anti-fraud measures.

### *American Citizens Services*

Over 15,000 American citizens are registered with the consular section. The embassy attempts to obtain email addresses for them, and uses them to distribute warden messages and information of interest to Americans residing in Denmark. Recently, the consular chief activated the warden system to ensure that registered Americans are aware of the general Department announcement warning Americans about the possibility of terrorist activity in Europe. The email distribution system is effective in passing these types of messages, but there is no established warden system with individuals as primary points of contact throughout the country. It also could be useful to appoint wardens to provide feedback to the embassy about the concerns of American citizens in Denmark and to serve as backup for information distribution, if other methods are circumscribed.

***Informal Recommendation 12:*** Embassy Copenhagen should identify and appoint wardens in Denmark.

The consular chief was active in promoting voter registration for overseas Americans in Denmark prior to the November 2010 elections. The embassy also sponsored events to encourage and facilitate registration and voting.

Passport and citizenship services are generally routine, and the passport process is efficient. The section uses DHL to return printed passports, and it sometimes takes only a weekend for passports to be printed and returned to Denmark. In 2009, the embassy provided 1,787 passport services.

Copenhagen handles few repatriation or whereabouts cases, and most death cases are routine, with family members present in country. There were no arrest cases at the time of the inspection.

Cruise ship calls to Denmark have increased in recent years, and Disney will begin port calls to Denmark next year. About 305 port calls are expected in 2010, versus fewer than 200 ten years ago. Cruise ship passengers, plus those who fly into and out of Copenhagen to board the ships, totaled around 675,000 in 2009. About 30 percent of these passengers were Americans. Copenhagen is the number one turn-around port in Northern Europe for cruises to the Baltic Sea region. Ships out of Copenhagen sometimes also visit the North Atlantic islands and the British Isles. There have been only a handful of consular cases involving cruise passengers (petty theft, assault, etc.). However, the embassy expects to see more as cruise traffic continues to rise.

Denmark is party to the Hague Convention on Protection of Children and Co-operation in respect of Inter-country Adoption. The close working relationship that the embassy has with the Danish Central Authority is particularly helpful. However, while legally possible, inter-country adoption of a Danish orphan is uncommon. The Hague Abduction Convention is in force between the two countries, and there are a handful of cases that the consular section follows and assists with, as appropriate. The close working relationship that the post has with the Danish Central Authority is particularly helpful.

### *Greenland*

For nearly 25 years, the consular section had no reports of incidents in Greenland that required consular assistance to Americans. In the past few years, however, there have been several serious cases, including an accidental death, a rape charge, the arrest and deportation of drug smugglers, a death at sea, and two light airplane crashes that resulted in the deaths of the American pilots and the loss of their effects. In addition, special arrangements are sometimes necessary if an American loses a passport in Greenland and needs a replacement.

No reliable data is available about the number of visitors to Greenland, but by all accounts the numbers are increasing and are likely to continue increasing. As noted, the possibility of oil and natural gas exploitation has the potential to bring an influx of workers and visitors to the island, including to remote locations. In addition, many visitors to Greenland are interested in climate change and ecotourism, and adventure travelers seek to explore the island's vast number of rugged fjords. However, travel in this untamed region is still dangerous. The consular section has been effective and active in managing their (so far) limited caseload. However, the five-hour time difference and distance from Copenhagen make it difficult to provide support to the island. The embassy should assess the potential for increased consular work related to Greenland and make a recommendation to the Department for better consular contact with Greenlandic authorities and with Americans living and visiting the

island. This contact could include periodic consular visits, or possibly appointing a consular agent in a key tourist area.

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**RECOMMENDATION 17:** Embassy Copenhagen, in coordination with the Bureau of Consular Affairs and the Bureau of European and Eurasian Affairs, should prepare and implement a plan to increase support to American citizens in need of consular services in Greenland. (Action: Embassy Copenhagen, in coordination with CA and EUR)

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## RESOURCE MANAGEMENT

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Agency	U.S. Direct-Hire Staff	U.S. Local-Hire Staff	Foreign National Staff	Total Staff	Total Funding FY 2010
State – D&CP	25	4	12	41	\$3,887,724
State – ICASS	2	7	28	37	\$5,274,100
State – Public Diplomacy	2	0	5	7	\$1,146,070
State – Diplomatic Security	2	1	1	4	\$765,663
State – Marine Security	6	0	0	6	\$134,126
State – Representation	0	0	0	0	\$55,600
State – OBO	0	0	0	0	\$1,907,313
Centers for Disease Control and Prevention	3	0	0	3	\$365,700
Foreign Commercial Service	0	0	4	4	\$578,648
Defense Attaché Office	5	0	3	8	\$720,740
Office of Defense Cooperation	4	0	2	6	\$626,800
Foreign Agricultural Service	0	0	0	0	\$0
Federal Aviation Administration	0	0	0	0	\$0
Drug Enforcement Administration	3	0	0	3	\$514,000
Federal Bureau of Investigation	3	0	0	3	\$373,050
Department of Homeland Security	2	0	2	4	\$600,000
Detachment 1, 21 Cons (Air Force)	2	1	3	6	\$516,477
<b>Totals</b>	<b>59</b>	<b>13</b>	<b>60</b>	<b>132</b>	<b>\$17,466,011</b>

## MANAGEMENT OPERATIONS

Embassy Copenhagen's management officer arrived 3 weeks prior to the inspection, after a nearly 4-month gap in the position. At the same time there was a long-term vacancy in the DCM position. The acting management officer covered two positions and did an exceptional job of maintaining the operation and solving difficult problems. Long-term strategic planning issues, however, necessarily awaited the arrival of the permanent management officer and DCM.

The new management officer has begun to develop systems that will provide some stability to the section and create a well functioning team. The management section

is thinly staffed in every unit, and yet overall provides high quality service to International Cooperative Administrative Support Services (ICASS) customers, as evidenced by the ICASS customer survey scores. Information management, financial management, and human resources (HR) services are strong.

The GSO has been battered by huge turnover in staff in the last 2 years, the addition of several new positions to support increased American staffing, and unusually heavy requirements for high-level visitor support in the past several months. President Obama visited twice, while the First Lady, Secretary of State, nearly 50 congressional delegations, and other high-level U.S. officials attended a major summit on the UN climate change process. The impact of those factors left the GSO staff feeling weary and underappreciated.

Since then, the unit has shifted gears, establishing a more normal provision of services, while digging through the backlog created when routine but critical work took a back seat to visitor support. Recovery from that period has been slow, but is improving. Some GSO elements are operating at less than optimal efficiency and would benefit from a chance to step back for a day to take a fresh look at goals and process improvement. The new management officer has a plan to put procurement on track, step up training for the section, and complete projects at each of the government-owned residences. To accomplish his goals, he needs the full support of everyone in the section.

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**RECOMMENDATION 18:** Embassy Copenhagen should hold a management and general services office off-site to establish priorities and set goals for the coming year. (Action: Embassy Copenhagen)

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Embassy Copenhagen is known for management innovation and has adopted some of the Department's newest initiatives. The embassy has a nearly cashless financial operation, providing no accommodation exchange for embassy employees, and accepting bill payments from employees via bank transfers. This approach has allowed the embassy to keep only a small amount of cash on hand to support high-level visits and some petty cash purchases. It also has allowed the cashier to assume additional duties in the financial management section.

In the general services area, the embassy has a modern warehouse operation, with just-in-time delivery of most equipment and furniture, remarkably few stored items, and little storage space. The section purchases expendable supplies on an as-needed basis through a local supplier; the embassy maintains no supply room, nor are stocks of supplies kept in most offices.

These innovations are excellent initiatives for long-term operations and cost savings, but they have a short-term cost as the embassy adjusts to the new processes. Customers may perceive this adjustment as a decline in service levels during this time. The embassy could do a better job promoting these innovations, touting their benefits, and explaining how they affect embassy processes. Better communication is important for current employees and would give newcomers more realistic expectations prior to their arrival in Copenhagen.

***Informal Recommendation 13:*** Embassy Copenhagen should provide newly assigned personnel with a clear explanation of some of the unique features and innovations at the embassy and what they can expect from the embassy's management section.

## FINANCIAL MANAGEMENT

The financial management unit received above-average scores on OIG customer service surveys for most services. As noted above, the embassy has moved forward with an initiative to reduce the already minimal level of cash in its Class B cashier's advance, creating a cashless embassy that may be a model for other advanced countries looking to streamline operations. The embassy employs effective tracking and recovery procedures for value-added tax and energy tax refunds.

## INTERNATIONAL COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES

The embassy's ICASS council meets regularly to discuss ICASS invoices, work counts, and related ICASS issues. The direct-hire staffing levels have remained constant for most of the past decade, and ICASS resources similarly have been adequate for the embassy's requirements during most of this period. However, the pending additions by other agencies of six positions may require a review of staffing and support levels in response to increases in workload.

## HUMAN RESOURCES

The management officer serves as the embassy's HR officer. Two local employees manage day-to-day HR operations. One is a resident American who recently received

a security clearance and handles all American HR issues; the other is a Danish national who handles the local staff HR work. A regional HR officer provides support from the Regional Support Center in Frankfurt and makes regular visits to Copenhagen. Performance evaluations for LE staff members are up-to-date. Local employees have few concerns with salary and benefits or other conditions of work. They work as partners with their supervisors and, as a group, have come up with their own cost-neutral ideas for the benefit of all staff.

## GENERAL SERVICES

The GSO operates in an environment that is constrained by high operating costs and unusually lean local staffing levels, and its leadership has struggled to adjust to them. To perform well in Copenhagen, the embassy must have a well-trained staff, formal backup duty assignments, strong teamwork and information sharing, and the ability to make flexible use of outside contractors to supplement the embassy's limited staffing. Various obstacles hinder progress in addressing these issues. Inexperienced leadership at the unit chief level, the long-term absences of both the management officer and the DCM, and a large number of new local staff have limited the embassy's ability to develop effective operating procedures and improve customer service in some areas.

(b)(2)(b)(5)

In turn, embassy customers gave low marks to housing, procurement, and maintenance services in OIG's customer service surveys. Customer assessments of overall GSO services are well below average for similar embassies. These issues are within the embassy's ability to address, but it will require providing training and improving some business practices, as well as renewing a focus on improving customer service.

### *Training*

Embassy Copenhagen's GSO LE staff is highly educated and capable, but staff members need additional training to perform at their highest efficiency. They also must be cross-trained in multiple administrative support areas to be fully effective. Seven employees in GSO professional positions have been on the job fewer than 3 years. Only two GSO employees received external training in FY 2010. The general services officer has not established a formal written training plan for GSO staff, though she has worked with LE staff to identify gaps and training opportunities. In addition to external training provided in Washington or Frankfurt, the embassy

should explore distance learning and other opportunities for training at post. More must be done to develop individual training plans for each employee and to secure training opportunities for personnel.

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**RECOMMENDATION 19:** Embassy Copenhagen should develop a comprehensive training plan for employees in the general services office to provide appropriate internal and external employee training opportunities. (Action: Embassy Copenhagen)

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### *Interagency Housing Board*

The process of preparing housing for newly arriving employees is not working as efficiently as would be expected at a small embassy. The problem begins with the housing assignments process and coordination between the interagency housing board (IAHB) and the GSO. The IAHB consists of representatives from agencies at post and is responsible for assigning employees to government housing overseas. The IAHB makes many housing decisions by email or at impromptu meetings, leaving little time for in-person discussion and consideration of sponsoring agencies' perspectives. The IAHB does not keep regular minutes of its meetings, as required by 15 FAM 212.3.

In turn, the GSO sometimes acquires properties too late in the season to provide adequate time to allow the IAHB to make an optimal assignment. In several cases that the OIG team reviewed, tardy acquisition of properties resulted in officers spending significant time in temporary quarters or arriving to properties that were not adequately prepared for their arrival. The process of acquiring housing and making assignments is a shared IAHB and management section responsibility. The IAHB's full engagement will help improve performance in housing services.

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**RECOMMENDATION 20:** Embassy Copenhagen should convene regular, in-person meetings of the interagency housing board and keep records of housing assignments for incoming officers. (Action: Embassy Copenhagen)

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### *Process for Making Residences Ready for New Officers*

The process for making new residences ready for incoming officers also needs improvement. Other embassies employ standard procedures to ensure high quality outcomes in the make-ready process. These include weekly progress meetings to assign taskings and to share information; use of spreadsheets to share information among GSO employees; and final quality control inspection by an employee prior to the arrival of the new occupant. Embassy Copenhagen does not consistently employ these quality control techniques, which could improve the timeliness and quality of housing make-ready services. As a result of not having adopted some of these practices, delayed or incomplete make-readies are common. These delays are costly in terms of both temporary quarters expenses and diminished customer service.

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**RECOMMENDATION 21:** Embassy Copenhagen should develop and implement quality control procedures to improve the make-ready process for residential housing, to include regular weekly meetings and use of a spreadsheet and calendar to coordinate make-ready tasks. (Action: Embassy Copenhagen)

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### *Procurement and Contracting*

Procurement operations struggled to keep up with the workload that accumulated in the past year because of the long-term absence of the procurement unit chief. The embassy outsources a substantial part of its residential and chancery maintenance to contractors, which is a necessity, given the high cost of local labor. Delays in executing procurement actions therefore create a ripple effect that adversely affects other GSO operations.

The GSO is taking appropriate steps to correct this situation, including recently hiring a new employee and scheduling a pending TDY visit to renew overdue blanket purchase agreements and indefinite quantity contracts that are essential to operations. The return to duty of the procurement unit chief also should help improve service. In an embassy that depends on outsourced services for mission-critical activities, procurement services are crucial to the success of the office as a whole.

### *Property Management*

The embassy has realized a number of supply chain efficiencies. Implementation of just-in-time furniture delivery, an interagency furniture pool, and elimination of expendable supply inventories save tens of thousands of dollars annually. At the same

time, changes in familiar business practices may in some cases contribute to customer confusion and dissatisfaction with services. For example, although standardizing furniture assigned to residences makes GSO operations more efficient, customers need and expect flexibility in meeting legitimate requirements to remove excess furniture or to request delivery of small items. Similarly, while the just-in-time expendable supply system may reduce costs and inventories, this is a meaningful accomplishment only if customers' needs are being met. In the case of furniture and expendable supply services, scores on the OIG surveys were somewhat below average, indicating possible customer services issues in these areas.

***Informal Recommendation 14:*** Embassy Copenhagen should review furniture issuance policies when conducting the annual update of the housing handbook.

***Informal Recommendation 15:*** Embassy Copenhagen should publish a management notice describing the expendable supply process for the benefit of incoming customers.

***Informal Recommendation 16:*** Embassy Copenhagen should review the International Cooperative Administrative Support Services universal service standards for expendable supplies and establish a plan for meeting these standards.

## FACILITY MANAGEMENT

The U.S. direct-hire facility manager in Stockholm provides support for Embassy Copenhagen, working with a small local staff. Facility manager visits have been infrequent. The current maintenance supervisor received minimal training. The embassy has few government-owned properties, and those they do have (the chief of mission residence, the DCM's residence and the Marine house) have furniture and furnishings that are at the end of their usable life. The OIG team observed fraying and stained carpets, worn area rugs, and marred and torn upholstered furniture in the Ambassador's representation and living space. The deteriorated condition of representational furniture reflects poorly on the embassy. The embassy needs to replace or repair all Marine house floor coverings and provide some kitchen upgrades. The upholstered furniture in the DCM's residence is worn and faded.

To prevent unnecessary redecoration and changes solely to accommodate personal tastes, 15 FAM 733.1 requires Bureau of Overseas Buildings Operations (OBO) review, approval, and funding of all changes to representational areas of the residences. OBO may, at its option, provide interim funding to replace damaged items in the residence. The embassy therefore is photographing some of the worst problems and will send the photographs to OBO for review.

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**RECOMMENDATION 22:** The Bureau of Overseas Buildings Operations should send a representative to review the condition of representational furniture and furnishings at Embassy Copenhagen. (Action: OBO)

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### *Preventive Maintenance*

The embassy's preventive maintenance program, Work Orders for Windows, is out-of-date, and no one in the embassy has had the training to update it. The maintenance staff undertakes all preventive maintenance that is identified through the program; however, in the absence of a software upgrade, the staff is unable to add new preventive maintenance scheduling or delete from the database any equipment that is no longer in service. The result is that some preventive maintenance work is not done on time, and the need to perform it does not come to the attention of the staff until a problem results in a work order. In addition, the maintenance staff is slow to update the Work Orders for Windows system when work is completed.

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**RECOMMENDATION 23:** Embassy Copenhagen should train the maintenance staff to update the Work Orders for Windows program to reflect current preventive maintenance requirements and keep the system updated with the status of work completed. (Action: Embassy Copenhagen)

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### *Managing Maintenance and Repair Projects*

Outside contractors perform much of the maintenance and repair work on residences, while the embassy's small internal maintenance staff spends a great deal of time on contract management. There is one electrician and one maintenance worker, in addition to the maintenance supervisor, but no staff members with other technical skills. The time required to arrange contract work has led to problems using funds that arrive at the embassy late in the year. In some cases, project money that could have been reprogrammed and used for higher priorities was returned to OBO. The embassy needs to establish a more forward-looking program to properly use maintenance funding for high priority projects.

**Informal Recommendation 17:** Embassy Copenhagen should develop a written planning and implementation schedule which prioritizes maintenance and repair projects, identifies timelines, and calendars advance work as necessary.

## INFORMATION MANAGEMENT

Embassy Copenhagen's information management (IM) program currently exceeds the expectations of the information technology needs of all users in Copenhagen and provides the appropriate level of information system security for the embassy. The OIG team assessed positively the technical and management operating procedures and physical security of the embassy's information technology spaces.

The IM program is also responsible for switchboard operations, telephone and radio management, and classified and unclassified pouch operations. The embassy follows the Department's policies and guidelines, and OIG survey results showed that all services were above average embassy-wide.

Embassy Copenhagen's IM officer oversees the information systems and information processing centers. In addition to the IM officer, the section includes an information management specialist who is in charge of the classified systems.

There are two American officers, an eligible family member, and six LE staff members supporting Copenhagen's unclassified systems, diplomatic post office, and pouch and telephone operations. Overall, the IM office supports 203 users, 144 personal computers, and 10 servers. The information processing unit has one IM specialist who supports the classified network, which consists of approximately 45 users, 18 workstations, and three servers.

The OIG team performed a penetration test, systems cyber security reviews, and network analysis. These indicated no major deficiencies.

The OIG team counseled Embassy Copenhagen on issues such as labeling, mail routes, server room cabling, diplomatic post office policy, network device covers, telephone list, off-site backup tapes, and IM best practices. The embassy addressed all these issues to the satisfaction of the OIG team. Some mitigation activities remain in progress.

## INFORMATION SECURITY

Embassy Copenhagen's IM officer has an extensive cyber security background and conducts information security procedures well. The IM officer has created a toolkit that automates the information security duties. The toolkit is considered a best practice (see below), and the Bureau of Diplomatic Security (DS) now includes instructions on using it in the DS information systems security officer (ISSO) training class.

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### **BEST PRACTICE: The Information Systems Security Officer Toolkit**

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**Issue:** The Department has mandated the information systems security officer (ISSO) duties to an already overburdened information management staff worldwide. These duties are extensive and are mission critical to an embassy's infrastructure. Personnel performing these duties spend many hours researching cyber security problems on their embassy's network.

**Response:** The information management officer of Embassy Copenhagen created and automated several of the key everyday processes of the ISSO duties—for example, sending responses to cyber incident response team reports, reviewing users' Internet history, and enforcing logon hour restrictions.

**Results:** The toolkit saves time spent on day-to-day tasks. For instance, normally processing a cyber incident response team report takes about 2 hours and involves notifying the person of the investigation. The tool automates the research, does not require notifying the person, and takes 5 minutes.

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# QUALITY OF LIFE

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## COMMUNITY LIAISON OFFICE

The embassy's community liaison office is staffed by two community liaison office coordinators who share a 32-hour position. The two officers work well together, are active, and fully engaged in embassy operations. The office is closed on Friday, so that the coordinators can brainstorm and share information, a time both described as their most creative. The coordinators spend significant time on drop-ins and answering email questions, but also do a significant amount of programming. Since each coordinator often works more than her allotted 16 hours per week, the embassy may need to cut back on programming to keep them within their regular hours.

One of the office's most important functions is to provide new employees and their families with information about life in Copenhagen. The two officers do an excellent job with this outreach, both prior to newcomers' arrival at the embassy and during the settling in process. The office receives high marks from customers for attention to morale and newcomer support.

## MEDICAL UNIT

The embassy established Copenhagen's part-time local nurse position in 2003, and the incumbent functions in a consultative capacity. The embassy receives quarterly visits from the regional medical officer in Frankfurt. The regional psychiatrist, also resident in Frankfurt, visits Embassy Copenhagen twice a year. The unit has received mixed reviews from customers. The nurse's primary role is to serve as the liaison between embassy employees needing medical assistance and the local medical doctors and clinics. She helps employees navigate the Danish medical system and provides guidance regarding local medical care, also serving as a point of contact for embassy visitors who need medical assistance. However, the nurse is unable to prescribe medication and does not maintain a supply of medicine at the embassy.

## SCHOOLS

(b)(2)(b)(6)

The school received good marks from embassy customers

in OIG's customer service surveys. The school has received \$569,000 in soft target security funding support, as well as annual grant support of \$30,000 from the Office of Overseas Schools. Under the leadership of its new director, the school is actively exploring acquisition of a new facility to address longstanding complaints about the school's physical plant. Acquisition of a new facility will require a long-term capital funding plan because of high real estate costs in Copenhagen.

## EMPLOYEE ASSOCIATION

The American embassy employee association (AEEA) has an active board of embassy volunteers who devote significant time to this morale-boosting activity. The AEEA runs a small commissary, a vending machine, and a fitness room in the embassy. The association has only two employees, a cashier, and a bookkeeper; the AEEA board manages the operation. Employees can submit monthly special orders for commissary items ordered through Ramstein Airbase in Germany, which are then trucked to Copenhagen.

The AEEA is profitable and popular. The board has established good internal controls and does regular cash counts. Many of the control procedures are new, the board having developed them after the recent discovery of bookkeeper embezzlement. The bookkeeper confessed and agreed to pay back what she had taken; the AEEA had recovered the full amount by September 2010.

## EQUAL EMPLOYMENT OPPORTUNITY

Until August 2010, the embassy had a certified Equal Employment Opportunity (EEO) counselor. The counselor took the certification course in 2007, but has been unable to take the one-day refresher that would have allowed her to keep her certification. Another employee at the embassy also has taken the EEO course, but his certification also has expired. He is signed up to take the course again in December 2010, after which he will become the new counselor. Local employees do not have their own EEO liaison, but have asked a Department of Defense officer at the embassy to serve as their ombudsman should they have any employment issues.

Despite the lapse of her certification, the previous EEO counselor maintains an excellent and up-to-date bulletin board with relevant EEO notices and announcements. She had received no complaints during her time in the position. If employees come to her now with EEO issues, she and the management officer have agreed to refer them to the Department's EEO Web site. The Department will assign a counselor in a neighboring embassy to assist.

## MANAGEMENT CONTROLS

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Embassy Copenhagen generally has adequate controls in place to protect against waste, fraud, and abuse of government resources. In most areas, the embassy has in place proper separation of duties to ensure that no individual controls all elements of transactions. The Ambassador signed the annual chief of mission certification on internal controls on July 19, 2010, that identified no material weaknesses in post operations. The OIG team found several areas where internal controls could be strengthened further (described below, but none is a reportable material weakness.

### SEPARATION OF DUTIES – PROPERTY MANAGEMENT

Two employees in the property unit participate in the annual property inventory process and also have full access to the Non-Expendable Property Application, which records the condition and location of personal property. Full access to the property system allows employees to make changes to the location and status of property in the system. Conducting the annual property inventory and maintaining property records are responsibilities that should be separated whenever possible, as discussed in 14 FAM 411.2 d. In the absence of separation of these responsibilities, internal controls over property may allow theft or loss of property to occur.

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**RECOMMENDATION 24:** Embassy Copenhagen should restrict full access to the Non-Expendable Property Application system to the non-expendable property clerk. (Action: Embassy Copenhagen)

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### PROPERTY DISPOSAL PROCEDURES

Embassy Copenhagen is not in full compliance with Department regulations concerning the disposal of government property. The embassy maintains custody over an inventory of \$2.41 million in personal property, mostly computer equipment and residential furniture. The embassy periodically disposes of property that is surplus to requirements. In past years, the costs of organizing auctions with a local auctioneer exceeded proceeds of sale. According to the property management staff

that the OIG team interviewed, there is no commercial market in Denmark for excess furniture from the United States. Accordingly, the embassy has disposed of property by abandonment, destruction, or in some cases, donation. These methods of disposal are undesirable as the embassy does not receive proceeds of sale from property that has an estimated acquisition value of approximately \$280,000 a year.

Prior to disposing of property by destruction or abandonment, 14 FAM 417.2 b. requires that posts abroad follow specific procedures. Posts must ensure that they consider other disposal options, such as redistribution to the parent agency (including other posts and regional centers); transfer to a commissary; sale or exchange; or reuse of the property by a General Services Administration recipient in the United States. Embassy Copenhagen's property disposal records do not contain documentation that such a review occurred. The government may be able to derive residual proceeds of sale or other value from the property through other methods of disposal.

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**RECOMMENDATION 25:** Embassy Copenhagen should issue a property disposal policy documenting its method of disposing property and the reasons other mandated methods of disposal cannot be used. (Action: Embassy Copenhagen)

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## SAFETY, HEALTH, AND ENVIRONMENTAL MANAGEMENT PROGRAM – MOTOR VEHICLES

The embassy employs a motor pool supervisor and two chauffeurs. One of the chauffeurs works excessive amounts of overtime. In the first 6 months of FY 2010, this driver worked 487 hours of overtime or compensatory time off, including a number of days in which he worked shifts longer than 10 hours. To reduce the potential for motor vehicle mishaps due to operator sleep deprivation and fatigue, 14 FAM 431.2-2 prohibits drivers from working more than 10 hours a day. At most embassies, drivers work shifts to minimize overtime and provide adequate coverage for embassy business requirements. In Copenhagen, two drivers work little overtime, while a third driver in the unit works nearly all the additional hours. The imbalanced workload for chauffeurs is both inefficient and a safety concern.

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**RECOMMENDATION 26:** Embassy Copenhagen should adjust the work schedules of motor vehicle chauffeurs to reduce overtime and reduce the risk of motor vehicle accidents caused by fatigue. (Action: Embassy Copenhagen)

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## ACCEPTANCE OF GIFTS

The embassy recently set up a gift register to document the receipt of gifts by senior embassy officers, but it has yet to issue a standard operating procedure related to the acceptance of gifts. Chapter 5, Section 2635.202 (a) of the Code of Federal Regulations (CFR) prohibits an employee of the Executive Branch from soliciting or accepting any gift from a prohibited source, or a gift given because of the employee's official position, except as provided by the stated exceptions. A "prohibited source" is defined in 5 CFR 2635.203 (d) "as any person who seeks official action by the employee's agency; does business or seeks to do business with the employee's agency; conducts activity regulated by the employee's agency; has interests that may be substantially affected by performance or non performance of the employee's official duties," or is an organization a majority of whose members are described in paragraphs (d)(1) through (4) of that section. Chapter 5, Section 2635.205 deals with the proper disposition of prohibited gifts. The embassy does not have a process in place to record the acceptance of all gifts, identify possible prohibited donors, or estimate the value of gifts. The lack of such a process is a management control weakness and could result in employees accepting gifts from prohibited sources.

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**RECOMMENDATION 27:** Embassy Copenhagen should create and implement a standard operating procedure for gift management to maintain accurate records on the acceptance of gifts by embassy employees; to determine whether a gift is from a prohibited source; to ascertain the fair market value of the gift; and to record the proper disposition of the gift. (Action Embassy Copenhagen)

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## FORMAL RECOMMENDATIONS

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**RECOMMENDATION 1:** The Bureau of European and Eurasian Affairs should arrange consultations in Washington for the Ambassador of Embassy Copenhagen at the earliest opportunity. (Action: EUR)

**RECOMMENDATION 2:** Embassy Copenhagen should implement operating procedures that assign the responsibility for administrative and day-to-day operations of the embassy, as well as the decisionmaking related to these functions, to the deputy chief of mission. (Action: Embassy Copenhagen)

**RECOMMENDATION 3:** Embassy Copenhagen should issue an administrative notice that delineates a clear chain of command and makes section heads fully responsible for the conduct of their sections, and affirms their role in maintaining oversight and quality control over their section's work. (Action: Embassy Copenhagen)

**RECOMMENDATION 4:** Embassy Copenhagen should foster greater transparency, with the front office exchanging more information regarding operations and activities with the working levels of the embassy, to include attending working level meetings. (Action: Embassy Copenhagen)

**RECOMMENDATION 5:** Embassy Copenhagen should design and implement a clearance process for the political/economic section to increase its productivity and the quality of its reporting. (Action: Embassy Copenhagen)

**RECOMMENDATION 6:** Embassy Copenhagen should implement a plan for the political/economic section to report more context and undertake more analysis in its reporting. (Action: Embassy Copenhagen)

**RECOMMENDATION 7:** Embassy Copenhagen should rebalance its use of email and informal messages in favor of cables that report developments, analyze trends, and offer scenarios and suggestions for U.S. policymakers. (Action: Embassy Copenhagen)

**RECOMMENDATION 8:** Embassy Copenhagen, in coordination with the Bureau of Oceans and International Environmental and Scientific Affairs, should amend the work requirements of position 57152000, such that the reviewing officer is an appropriate officer in the Bureau of Oceans and International Environmental and Scientific Affairs. (Action: Embassy Copenhagen, in coordination with OES)

**RECOMMENDATION 9:** Embassy Copenhagen should review the priorities it set out in its 2012 Mission Strategic and Resource Plan and, in coordination with the Bureau of European and Eurasian Affairs, identify those priorities that would benefit most from a normal programming of resources. (Action: Embassy Copenhagen, in coordination with EUR)

**RECOMMENDATION 10:** Embassy Copenhagen should constitute a working group composed of embassy elements that are active in Greenland, to determine whether and how to increase staff time in Greenland; identify U.S. strategic interests there; and, in coordination with the Bureau for European and Eurasian Affairs, develop recommendations for how to pursue these interests. (Action: Embassy Copenhagen, in coordination with EUR)

**RECOMMENDATION 11:** Embassy Copenhagen should develop and carry out a long-range media strategy for the Ambassador that includes public interviews and speeches, as well as informal, off-the-record gatherings with journalists. For these encounters, the Ambassador should receive briefing materials covering key issues. (Action: Embassy Copenhagen)

**RECOMMENDATION 12:** Embassy Copenhagen should bring its social media sites into compliance with the new Department guidelines on social media. (Action: Embassy Copenhagen)

**RECOMMENDATION 13:** Embassy Copenhagen should create a field in its Contact 7 database to record the status of U.S. Government exchange program alumni, and should add all program alumni to the database. (Action: Embassy Copenhagen)

**RECOMMENDATION 14:** Embassy Copenhagen should solicit ideas from alumni themselves for energizing alumni engagement, including organizing informal dinners or other kinds of sessions at a working level. (Action: Embassy Copenhagen)

**RECOMMENDATION 15:** Embassy Copenhagen should use invitational travel orders for its participants in the International Visitor Leadership Program. (Action: Embassy Copenhagen)

**RECOMMENDATION 16:** Embassy Copenhagen should notify the Department that language training is not necessary for consular officer positions 3009500 and 30605000, and should request that these positions no longer be language designated. (Action: Embassy Copenhagen)

**RECOMMENDATION 17:** Embassy Copenhagen, in coordination with the Bureau of Consular Affairs and the Bureau of European and Eurasian Affairs, should prepare and implement a plan to increase support to American citizens in need of consular services in Greenland. (Action: Embassy Copenhagen, in coordination with CA and EUR)

**RECOMMENDATION 18:** Embassy Copenhagen should hold a management and general services office off-site to establish priorities and set goals for the coming year. (Action: Embassy Copenhagen)

**RECOMMENDATION 19:** Embassy Copenhagen should develop a comprehensive training plan for employees in the general services office to provide appropriate internal and external employee training opportunities. (Action: Embassy Copenhagen)

**RECOMMENDATION 20:** Embassy Copenhagen should convene regular, in-person meetings of the interagency housing board and keep records of housing assignments for incoming officers. (Action: Embassy Copenhagen)

**RECOMMENDATION 21:** Embassy Copenhagen should develop and implement quality control procedures to improve the make-ready process for residential housing, to include regular weekly meetings and use of a spreadsheet and calendar to coordinate make-ready tasks. (Action: Embassy Copenhagen)

**RECOMMENDATION 22:** The Bureau of Overseas Buildings Operations should send a representative to review the condition of representational furniture and furnishings at Embassy Copenhagen. (Action: OBO)

**RECOMMENDATION 23:** Embassy Copenhagen should train the maintenance staff to update the Work Orders for Windows program to reflect current preventive maintenance requirements and keep the system updated with the status of work completed. (Action: Embassy Copenhagen)

**RECOMMENDATION 24:** Embassy Copenhagen should restrict full access to the Non-Expendable Property Application system to the non-expendable property clerk. (Action: Embassy Copenhagen)

**RECOMMENDATION 25:** Embassy Copenhagen should issue a property disposal policy documenting its method of disposing property and the reasons other mandated methods of disposal cannot be used. (Action: Embassy Copenhagen)

**RECOMMENDATION 26:** Embassy Copenhagen should adjust the work schedules of motor vehicle chauffeurs to reduce overtime and reduce the risk of motor vehicle accidents caused by fatigue. (Action: Embassy Copenhagen)

**RECOMMENDATION 27:** Embassy Copenhagen should create and implement a standard operating procedure for gift management to maintain accurate records on the acceptance of gifts by embassy employees; to determine whether a gift is from a prohibited source; to ascertain the fair market value of the gift; and to record the proper disposition of the gift. (Action Embassy Copenhagen)

# 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 Copenhagen should develop and distribute guidelines for when to use informal email, record email, and cables for communication and reporting.

***Informal Recommendation 2:*** Embassy Copenhagen should develop a formal media policy and circulate it periodically to embassy staff.

***Informal Recommendation 3:*** Embassy Copenhagen should have its consular officers participate jointly with Fulbright Commission's Education USA advisers in sessions promoting study in the United States.

***Informal Recommendation 4:*** Embassy Copenhagen should install view-only access to the Contact 7 database on the desktops of the staff in the public affairs section, in addition to the staff member who has editing rights on the system.

***Informal Recommendation 5:*** Embassy Copenhagen should use all required grant forms as specified by the Office of the Procurement Executive and include evidence of program completion in all grants files.

***Informal Recommendation 6:*** Embassy Copenhagen should direct a staff member from the public affairs section to obtain a government purchase card.

***Informal Recommendation 7:*** Embassy Copenhagen should require that the public affairs section develop and implement a representation plan.

***Informal Recommendation 8:*** Embassy Copenhagen should develop and use a training spreadsheet in the public affairs section.

***Informal Recommendation 9:*** Embassy Copenhagen should review and implement measures that can be taken now to improve (b)(2)(b)(5) in the consular section.

***Informal Recommendation 10:*** Embassy Copenhagen should arrange at least annual presentations on the visa referral policy and procedures for all staff members.

***Informal Recommendation 11:*** Embassy Copenhagen should consult with neighboring posts and propose and support initiatives to hold periodic meetings or video conferences focused on improving anti-fraud measures.

***Informal Recommendation 12:*** Embassy Copenhagen should identify and appoint wardens in Denmark.

***Informal Recommendation 13:*** Embassy Copenhagen should provide newly assigned personnel with a clear explanation of some of the unique features and innovations at the embassy and what they can expect from the embassy's management section.

***Informal Recommendation 14:*** Embassy Copenhagen should review furniture issuance policies when conducting the annual update of the housing handbook.

***Informal Recommendation 15:*** Embassy Copenhagen should publish a management notice describing the expendable supply process for the benefit of incoming customers.

***Informal Recommendation 16:*** Embassy Copenhagen should review the International Cooperative Administrative Support Services universal service standards for expendable supplies and establish a plan for meeting these standards.

***Informal Recommendation 17:*** Embassy Copenhagen should develop a written planning and implementation schedule which prioritizes maintenance and repair projects, identifies timelines, and calendars advance work as necessary.

## PRINCIPAL OFFICIALS

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<b>Position</b>	<b>Name</b>	<b>Arrival Date</b>
Ambassador	Laurie S. Fulton	06/09
Deputy Chief of Mission	Stephen A. Cristina	09/10
<i>Chiefs of Sections:</i>		
Management	Jonathan Bayat	09/10
Consular	Robert J. Jachim	07/09
Political/Economic	Richard K. Bell	07/09
Public Affairs	Melissa G. Ford	07/08
Regional Security	Dimas A. Jaen	08/10
<i>Other Agencies:</i>		
Department of Defense		
Defense Attaché	Capt. Christopher J. McDonald	07/09
Defense Cooperation	Col. Clifford Puckett	05/09
Detachment 1, 21st Contracting Squadron	Maj. Antonio J. Gonzalez	08/08
Department of Justice		
Legal Attaché	Gregory D. Cox	
Drug Enforcement Administration	Timothy D. Moran	08/09
Department of Homeland Security		
Immigration and Customs Enforcement	John M. Netherland	08/10
Centers for Disease Control	Joshua Mott	08/09



# ABBREVIATIONS

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AEEA	American embassy employee association
CFR	<i>Code of Federal Regulations</i>
Department	Department of State
DCM	deputy chief of mission
DS	Bureau of Diplomatic Security
EEO	Equal Employment Opportunity
ELO	entry-level officer
ESTH	environment, science, technology, and health
FAH	<i>Foreign Affairs Handbook</i>
FAM	<i>Foreign Affairs Manual</i>
GSO	general services office
HR	human resources
IAHB	interagency housing board
ICASS	International Cooperative Administrative Support Services
IM	information management
IRC	Information Resource Center
ISSO	information system security officer
LE	locally employed
MSRP	Mission Strategic and Resource Plan
OBO	Bureau of Overseas Buildings Operations
OIG	Office of Inspector General
PAS	public affairs section
RSO	regional security officer
SMART	State Messaging and Archival Retrieval Toolkit
VWP	Visa Waiver Program

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OR MISMANAGEMENT**  
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