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United States Department of State  
and the Broadcasting Board of Governors

*Office of Inspector General*

## OFFICE OF INSPECTIONS

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Joint Issues in the Inspections of Embassy  
Tel Aviv and Consulate General Jerusalem

**Report Number ISP-I-11-35, March 2011**

### **IMPORTANT NOTICE**

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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 and Scope**

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

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

### **Methodology**

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



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## 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



## TABLE OF CONTENTS

KEY JUDGMENTS .....	1
CONTEXT.....	3
EXECUTIVE DIRECTION.....	5
Political and Economic Affairs.....	6
Public Diplomacy.....	7
Consular Operations .....	7
Resource Management .....	7
Visitor Support.....	9
Human Resources .....	10
Financial Management .....	13
Information Management and Information Security .....	14
LIST OF RECOMMENDATIONS .....	17
PRINCIPAL OFFICIALS.....	21
ABBREVIATIONS .....	23

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## KEY JUDGMENTS

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- Relations between Embassy Tel Aviv and Consulate General Jerusalem are better than they have been in many years. Despite some lingering areas of confusion or rivalry, the OIG team found a better picture of coordination than expected. Instead of waiting for problems to resurface, the two missions should move now to institutionalize this atmosphere and create an ongoing culture of cooperation.
- Consulate General Jerusalem is not a constituent post but a separate, (b)(2)(b)(5) mission that manages U.S. relations with the Palestinians while Embassy Tel Aviv manages relations with the Government of Israel. The two missions have independent responsibilities and separate needs but share a common interest in a wide range of support and other areas.
- To minimize parochial perspectives in reporting on Israeli-Palestinian issues, the two missions should make more use of joint reporting cables.
- Both missions could achieve significant savings by combining services in some administrative, financial, communications, and other areas while retaining separate services in others as detailed in this report.
- (b)(2)(b)(5)
- (b)(2)(b)(5)

The inspections took place in Washington, DC, between September 1 and October 10, 2005; in Tel Aviv, Israel, between October 11 and 29, 2010; and in Jerusalem between November 1 and 19, 2010. (b) (6)



## CONTEXT

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The recommendations in this report reflect those findings in the 2010 OIG inspections of Embassy Tel Aviv and Consulate General Jerusalem that require joint action by both missions to resolve. The findings will also appear in identical form as appendices in both reports. The recommendations are an integral—indeed, a vital—part of both inspections, but for greater clarity in the compliance process, they are being issued as a separate OIG report.

To ensure unambiguous accountability, OIG has assigned lead action on joint recommendations to one mission in coordination with the other. Successful resolution, however, will require action by both, and OIG regards both posts as equally responsible.

Despite its name, Consulate General Jerusalem is not a constituent post of the embassy in Tel Aviv, but a separate mission that has chief of mission authority of its own and reports directly to Washington. Its primary mission is to carry out relations with the Palestinian Authority, including quasi-diplomatic efforts to promote negotiations toward an independent Palestinian state and programs aimed at helping build the institutions necessary for such a state. At the same time, the consulate general (b)(2)(b)(5) depends on Embassy Tel Aviv for critical support on both practical and policy levels. The result is that neither mission can succeed without close cooperation with the other.



## EXECUTIVE DIRECTION

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As noted in the main reports, relations between the embassy and the consulate general are better than they have been in many years. During the survey, Washington officials warned the OIG team of past conflicts between the missions over turf, authority, and perspective (b)(2)(b)(5). Despite some lingering areas of confusion or inefficiency, the OIG team found an appropriate structural relationship and a better picture of cooperation than expected. Current embassy and consulate general leadership models good behavior, aware of the rule of thumb that when commanders quarrel, they give permission to everyone below them to echo or amplify their disputes.

Instead of waiting for such problems to resurface, the missions could move now to institutionalize this atmosphere and create an ongoing culture of cooperation. Doing so could help prevent backsliding in the future, when leaders' personalities may not be as collegial as they are now. Embassy Beijing and Consulate General Hong Kong, the latter of which, like Jerusalem, is a free-standing mission and not a constituent post, reached a written agreement on these issues in 2009.

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**JOINT RECOMMENDATION 1:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should draft and agree upon a document setting forth principles and procedures requiring joint action and affecting work in each other's consular districts. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

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The Ambassador and consul general now attend public events together and encourage collaboration among their staffs. They could further motivate their employees to work together by finding additional ways to demonstrate their own relations of trust.

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**JOINT RECOMMENDATION 2:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should develop and carry out a plan to attend each other's country team meetings at least quarterly, including at the chief of mission level, to share perspectives and improve coordination between the missions. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

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## POLITICAL AND ECONOMIC AFFAIRS

Some reporting on Israeli-Palestinian issues could be strengthened by closer coordination between the consulate general and the embassy. The embassy bases its reporting on Israeli sources, and the consulate on Palestinian sources. On occasion, this has led to (b)(2)(b)(5) the contradictory perspectives of two foreign adversaries rather than an integrated view of both missions. The embassy and consulate have begun to hold joint meetings on some subjects, but their efforts to combine reporting have been hindered by too narrow a view of which post will receive the primary credit and which one will be listed as “contributing.” Joint reporting would not eliminate different views on policy or interpretation but combine information from both sources in a single message where appropriate. The British mission, facing similar dilemmas, makes extensive use of joint reporting by its embassy in Tel Aviv and its consulate general in Jerusalem.

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**JOINT RECOMMENDATION 3:** Consulate General Jerusalem, in coordination with Embassy Tel Aviv, should develop and carry out a plan to increase their joint reporting on Israeli-Palestinian issues. (Action: Consulate General Jerusalem, in coordination with Embassy Tel Aviv)

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Both missions need to clarify the role of the Treasury representative in Jerusalem. Her work is focused on the West Bank but sometimes requires interaction with Israeli officials as well. Some Treasury Department visitors have been too impatient with this distinction and have pushed for her, instead of U.S. diplomats in Tel Aviv, to represent the U.S. Government in meetings with Israeli officials. The embassy has also not been adequately sensitive to Treasury’s need to deal with both authorities in order to carry out its responsibilities on complex issues such as Israeli Government permission for cash transfers into Gaza. Both missions could improve effectiveness by a limited cross-accreditation of the Treasury representative.

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**JOINT RECOMMENDATION 4:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, the Bureau of Near Eastern Affairs, and the Bureau of Resource Management, should approve any National Security Decision Directive 38 request to accredit the Treasury representative in Jerusalem to work on Palestinian issues with Israeli Government officials under the general supervision of Embassy Tel Aviv’s minister-counselor for economic affairs. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem, NEA, and RM)

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## PUBLIC DIPLOMACY

Cooperation between the two missions is closer in the area of public diplomacy (PD). In addition to coordinating on visits, they collaborate on joint International Visitor programs with Israelis and Palestinians and share speakers and cultural programs. The American Center in Jerusalem (managed by Tel Aviv) helped the consulate general set up a new America House in East Jerusalem. Some PD programs have been affected by the lack of clarity over which post is responsible for certain administrative support functions discussed in the management section of this report.

## CONSULAR OPERATIONS

Both posts suffered from an anomaly in their visa referral practices. Because Consulate General Jerusalem is not a constituent post, Department regulations did not permit section chiefs in Embassy Tel Aviv to refer their contacts to the consulate general for expedited consular appointments or Consulate General Jerusalem to refer visa cases to Embassy Tel Aviv. Because Embassy Tel Aviv is the authorized liaison with all Israeli Government ministries, most of which are located in Jerusalem, this prohibition limited the embassy's ability to facilitate visa services for contacts in Jerusalem, even when the contact was working on issues that benefitted Consulate General Jerusalem. During the inspection, the Bureau of Consular Affairs amended the *Foreign Affairs Manual* (9 FAM Appendix K) to permit reciprocal referrals.

Both missions have been talking for some time about exchanges in their consular sections. Although language limitations and efficiency considerations must be taken into account, the OIG team supports efforts to establish officer exchanges. Because the two posts are about an hour apart, these exchanges could be implemented without housing swaps, making them available to a wider range of officers than would otherwise be the case.

## RESOURCE MANAGEMENT

Both missions could do more to get more out of their limited resources by de-conflicting remaining areas of uncertainty or dispute and supporting each other whenever possible. The OIG team found residual tensions stemming from the embassy's keeping control of some functions that dated back to the period when it was much larger than the consulate general or the consulate general's assuming that autonomy is automatically preferable. (b)(2)(b)(5)

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

The guiding principle should be advancing overall U.S. objectives as cost effectively as possible, not debating the prerogatives of one post or the other. Sometimes this principle will lead to more joint actions, sometimes to fewer, and sometimes to maintenance of the status quo, depending on the activity.

New technology tools would help the missions share financial services. The Integrated Logistics Management System, now being deployed worldwide and projected to interface in the future with the Bureau of Resource Management's financial management system, offers possibilities. Microsoft Office SharePoint Services, now used by Consulate General Jerusalem and soon by Embassy Tel Aviv, holds promise as a means to share information and provide common workflow.

Resolution of several management issues depends on cooperation between the two missions. One issue is mutual International Cooperative Administrative Support Services (ICASS) service support, which is problematic as the Department currently has no financial mechanism that allows one post to bill another for services. The ICASS Service Center realizes that this is a systemic deficiency and is working to develop such a capability within its software. In the meantime, the two missions compensate for this shortfall in various ways. For example, the PD section in Tel Aviv concluded in 2003 a memorandum of understanding that calls for Jerusalem to provide 15 ICASS services to Tel Aviv's American Center in Jerusalem. As there is no payment mechanism, however, the workload and capitation counts for the American Center are included in those of the PD section in Jerusalem. Embassy Tel Aviv also provides pouch, diplomatic post office, and BlackBerry® services to Consulate General Jerusalem at no charge, absorbing the associated costs in its own budget. In the case of automated equipment in the American Center and the Ambassador's suite in the King David Hotel, the embassy makes weekly maintenance and service visits when it would be more efficient for the consulate general to do them. The missions will also face an increased need for an ICASS cost reimbursement capability as the U.S. Agency for International Development increases the number of personnel that straddle the two missions and if the two missions collaborate to share some administrative support functions.

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**JOINT RECOMMENDATION 5:** The Bureau of Resource Management's International Cooperative Administrative Support Services Center should implement a system that allows post-to-post charging and payment for services. (Action: RM)

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Redundant administrative functions exist at the two missions. In Embassy Tel Aviv, the OIG team noted that the consolidation plan is more of a status report than an actionable set of proposals with defined milestones and outcomes. In Consulate General Jerusalem, the Bureau of International Narcotics and Law Enforcement Affairs section is growing and includes a management officer and administrative support staff that mirror some consulate management section functions. The planned increase of U.S. Agency for International Development positions in Jerusalem could create additional redundancies. Duplicative administrative functions are inefficient and would make a bad space problem even worse. Moreover, they would create a larger staff footprint in a 15 percent danger-pay post.

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**JOINT RECOMMENDATION 6:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should consolidate administrative support functions at both missions where appropriate to reduce or eliminate areas of duplication. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

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## VISITOR SUPPORT

More joint support of visitors could help both missions manage a heavy visitor workload. Embassy Tel Aviv coordinates aspects of a visit that deal with the Israeli Government, whereas Consulate General Jerusalem coordinates meetings with Palestinians. This formula provides a clear line of responsibility for political purposes, but using it to provide logistical support results in an inefficient use of people and resources. Embassy Tel Aviv will send a number of people, including drivers, security personnel, and expeditors, to stay with the visitors in Jerusalem, incurring a high cost for hotel nights, per diem, and overtime pay. The embassy also coordinates hotel reservations and other arrangements from Tel Aviv instead of using local Jerusalem personnel. Embassy Tel Aviv believes Consulate General Jerusalem does not have staff with the necessary credentials to provide this support in Jerusalem,

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

The OIG team found this to be outdated information; (b)(2)(b)(5)

A more equitable

allocation of access badges will allow Consulate General Jerusalem to pick up visitors at the airport who plan to go directly to Jerusalem.

The OIG team concluded that Consulate General Jerusalem has, or could develop, the resources and contacts needed to provide more logistical support to visitors in Jerusalem without incurring the additional costs of moving a support platform between cities. In some cases, the consulate may not currently have the financial resources to increase its support of visitors, but developing a plan that includes increasing resources to the consulate would result in an overall cost savings to the Department in the long term.

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**JOINT RECOMMENDATION 7:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should develop a joint process to provide logistical support for visitors to Jerusalem from Consulate General Jerusalem where appropriate and cost effective. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

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## HUMAN RESOURCES

Consulate General Jerusalem employees from the West Bank face special difficulties in traveling to and from work past military checkpoints, as most do not have permits to remain in Israel proper outside working hours. Many feel isolated from their American and Israeli colleagues. (b)(2)(b)(5)

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**JOINT RECOMMENDATION 8:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should improve the performance and morale of Consulate General Jerusalem employees who are residents of occupied West Bank territories by requesting the Israeli Government to ease restrictions on their ability to remain in Israel after working hours and to facilitate their passage through military checkpoints to and from work. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

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The two missions share a single, local compensation plan. Although the OIG team agrees that a single plan is appropriate, it found a number of deficiencies that will

require joint action to correct. Responsibility for the plan passed in June 2009 from Embassy Tel Aviv to Consulate General Jerusalem. The transfer of responsibility was made on an informal basis and the duration is unclear. No joint committee or working group exists that would consult on compensation matters and resolve issues that may arise between the two posts, which must deal with different categories of employees and provide equitable treatment to all. Communication between the two posts on compensation matters is ad hoc. (b)(2)(b)(5)

[REDACTED]

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**JOINT RECOMMENDATION 9:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to document their agreement on roles and responsibilities for administration of their shared local compensation plan. (Action: NEA)

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**JOINT RECOMMENDATION 10:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to form a joint committee that shall meet on a scheduled and regular basis to consult and resolve issues pertaining to their shared local compensation plan. (Action: NEA)

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Both missions participate in a supplemental retirement savings plan. The plan augments social security benefits provided to Israeli citizens but is the only source of retirement benefits for employees who hold West Bank identification. Employees and the U.S. Government each contribute to the personal accounts, which are handled through a broker with two insurance companies. In response to a 2008 change in local law, Embassy Tel Aviv considered modernizing its retirement savings program. Doing so required an audit, which had not been conducted since the program's inception. At the time of the inspection, the audit was in its 17th month and still incomplete. LE staff members express little confidence in the savings program. Despite management and employee agreement that a new retirement savings plan is needed, the process is at a standstill.

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**JOINT RECOMMENDATION 11:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to complete the audit of their common retirement savings program and establish a successor program that conforms to prevailing local practice, good governance, and legal requirements, and includes regularly scheduled audits. (Action: NEA)

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Health and social security benefits differ for those employees who are covered by the Israeli National Insurance Institute (NII) and those who are not. West Bank employees are ineligible for national insurance; their retirement benefits consist only of the supplemental savings plan described earlier. Their health benefits consist of reimbursement of 50 percent of medical costs up to a limit of 5 percent of their salary. Using data from comparators collected by the consulate general, the two missions could develop a joint plan to provide more equitable coverage.

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**JOINT RECOMMENDATION 12:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to submit to the Bureau of Human Resources for approval a plan to modify the missions' local compensation plan to provide equitable retirement and health benefits to employees who are not eligible for National Insurance Institute of Israel coverage. (Action: NEA)

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The 2005 OIG report recommended that Consulate General Jerusalem, in coordination with Embassy Tel Aviv, resubmit a loan option request to the Bureau of Human Resources for approval. These loans against employee contributions to the supplemental retirement savings accounts, which were allowed from 1999 to 2003, are especially important to non-Israeli citizen employees who do not have ready or easy access to bank loans. The two missions complied with the recommendation, gathered comparator data, and requested approval of the loan option. The Department denied the request. The OIG team examined the request documentation and consulted with the human resources sections of both missions, reaching agreement that the change in comparators from Watson Wyatt to Birches may make a difference. Moreover and in retrospect, the approach the missions took in interpreting and executing the Bureau of Human Resources guidance could have been flawed with regard to relating it to local prevailing practice. The changed circumstances and importance of the loan option in achieving some equity among LE staff warrant yet another attempt to gain approval from the Bureau of Human Resources, which has offered to review the request again if post is able to collect additional comparator data.

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**JOINT RECOMMENDATION 13:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to develop a justification for reinstating the option of loans against retirement savings accounts and submit it to the Bureau of Human Resources for approval. (Action: NEA)

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The local compensation plan, dated September 12, 2010, and approved by the Bureau of Human Resources, includes an annual transportation allowance of 5,214 New Israeli Shekels for every employee regardless of grade. Consulate General Jerusalem believes that the rate should be 5,641 New Israeli Shekels in order to comply with local law.

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**JOINT RECOMMENDATION 14:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to determine the level of transportation allowance required by local law and request Department of State approval for any necessary changes to their shared local compensation plan. (Action: NEA)

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## FINANCIAL MANAGEMENT

The OIG team found anomalies in the system by which the missions pay their portions of the premiums for health and social security benefits. Consulate General Jerusalem budgets for the entire amount due based on each employee's salary and an assumption that each employee will pay his or her entire obligation. Embassy Tel Aviv budgets are based on the prior year's actual expenses, a far smaller amount. Employees pay some or all of the required premium payments, present proof of payment to the financial management office, and are reimbursed.

Some employees at both missions are not claiming premium reimbursements in a timely manner, and some are not claiming an amount commensurate with their salaries. As a result, the missions are carrying forward unliquidated obligations from year to year. Consulate General Jerusalem's 2007 program, ICASS, and PD accounts contain \$309,171 in unliquidated NII premium funds. The same accounts for 2008 contain \$355,860 of unliquidated obligations. By comparison, Embassy Tel Aviv retained approximately \$73,000 in similar accounts for FY 2009.

This practice creates a significant and unnecessary workload for the financial management unit, which processes payments by hundreds of LE staff each month. Many of the payments are made by the Class B cashiers at both missions, which increases cash risk. Paying the entire employer share of NII premiums in conjunction with regular salary payments would dispose of this obligation in a more efficient manner, eliminate the workload associated with the current method of payment, and reduce the large number of unliquidated obligations that are carried forward for many years.

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**JOINT RECOMMENDATION 15:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to pay their obligations for the employer portion of National Insurance Institute of Israel social security and health benefits plan in full, in a timely manner, and in accordance with local practice and law. (Action: NEA)

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## INFORMATION MANAGEMENT AND INFORMATION SECURITY

Combining classified information networks would reduce costs for both missions. A consolidated network would create a suitable platform to support the joint reporting recommended earlier.

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**JOINT RECOMMENDATION 16:** The Bureau of Near Eastern Affairs, in coordination with the Bureau of Information Resource Management, should require Embassy Tel Aviv and Consulate General Jerusalem to consolidate their classified information networks. (Action: NEA, in coordination with IRM)

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Embassy Tel Aviv and Consulate General Jerusalem are not performing information systems security officer (ISSO) duties adequately due to insufficient staffing and competing priorities. There is little likelihood that the Department will create separate, full-time ISSO positions at both the consulate general and the embassy, so a more prudent approach is to designate a dedicated regional ISSO to support both missions.

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**JOINT RECOMMENDATION 17:** The Bureau of Near Eastern Affairs, in coordination with the Bureau of Human Resources, should establish a regional information systems security officer position to support Embassy Tel Aviv and Consulate General Jerusalem. (Action: NEA, in coordination with DGHR)

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## LIST OF RECOMMENDATIONS

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**JOINT RECOMMENDATION 1:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should draft and agree upon a document setting forth principles and procedures requiring joint action and affecting work in each other's consular districts. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

**JOINT RECOMMENDATION 2:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should develop and carry out a plan to attend each other's country team meetings at least quarterly, including at the chief of mission level, to share perspectives and improve coordination between the missions. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

**JOINT RECOMMENDATION 3:** Consulate General Jerusalem, in coordination with Embassy Tel Aviv, should develop and carry out a plan to increase their joint reporting on Israeli-Palestinian issues. (Action: Consulate General Jerusalem, in coordination with Embassy Tel Aviv)

**JOINT RECOMMENDATION 4:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, the Bureau of Near Eastern Affairs, and the Bureau of Resource Management, should approve any National Security Decision Directive 38 request to accredit the Treasury representative in Jerusalem to work on Palestinian issues with Israeli Government officials under the general supervision of Embassy Tel Aviv's minister-counselor for economic affairs. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem, NEA, and RM)

**JOINT RECOMMENDATION 5:** The Bureau of Resource Management's International Cooperative Administrative Support Services Center should implement a system that allows post-to-post charging and payment for services. (Action: RM)

**JOINT RECOMMENDATION 6:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should consolidate administrative support functions at both missions where appropriate to reduce or eliminate areas of duplication. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

**JOINT RECOMMENDATION 7:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should develop a joint process to provide logistical support for visitors to Jerusalem from Consulate General Jerusalem where appropriate and cost effective. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

**JOINT RECOMMENDATION 8:** Embassy Tel Aviv, in coordination with Consulate General Jerusalem, should improve the performance and morale of Consulate General Jerusalem employees who are residents of occupied West Bank territories by requesting the Israeli Government to ease restrictions on their ability to remain in Israel after working hours and to facilitate their passage through military checkpoints to and from work. (Action: Embassy Tel Aviv, in coordination with Consulate General Jerusalem)

**JOINT RECOMMENDATION 9:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to document their agreement on roles and responsibilities for administration of their shared local compensation plan. (Action: NEA)

**JOINT RECOMMENDATION 10:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to form a joint committee that shall meet on a scheduled and regular basis to consult and resolve issues pertaining to their shared local compensation plan. (Action: NEA)

**JOINT RECOMMENDATION 11:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to complete the audit of their common retirement savings program and establish a successor program that conforms to prevailing local practice, good governance, and legal requirements, and includes regularly scheduled audits. (Action: NEA)

**JOINT RECOMMENDATION 12:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to submit to the Bureau of Human Resources for approval a plan to modify the missions' local compensation plan to provide equitable retirement and health benefits to employees who are not eligible for National Insurance Institute of Israel coverage. (Action: NEA)

**JOINT RECOMMENDATION 13:** The Bureau of Near Eastern Affairs should require Embassy Tel Aviv and Consulate General Jerusalem to develop a justification for reinstating the option of loans against retirement savings accounts and submit it to the Bureau of Human Resources for approval. (Action: NEA)

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## PRINCIPAL OFFICIALS

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### *Embassy Tel Aviv*

<b>Position</b>	<b>Name</b>	<b>Arrival Date</b>
Ambassador	James Cunningham	08/2008
Deputy Chief of Mission	Thomas Goldberger	07/2010

#### **Chiefs of Sections:**

Management	Robert Davis	08/2010
Consular	Andrew Parker	08/2008
Political	Robert Silverman	08/2010
Economic	David Burnett	07/2008
Political Research	Steven Slick	08/2009
Public Affairs	Hilary Olsin-Windecker	10/2010
Regional Security	Daniel Power	08/2008

#### **Other Agencies:**

Department of Commerce	Jonathan Heimer	08/2009
Defense Attaché Office	COL Richard Burgess	06/2009
Department of Homeland Security	Richard Jolles	09/2010
Open Source Center	Carol Van der Voort	07/2009
Agency for International Development	Michael Harvey	08/2010
Department of Justice	Jeffrey Walker	07/2008

### *Consulate General Jerusalem*

<b>Position</b>	<b>Name</b>	<b>Arrival Date</b>
Consul General	Daniel Rubinstein	09/2009
Deputy Chief of Mission	Gregory Marchese	08/2008

#### **Chiefs of Sections:**

Administrative	Grace Stettenbauer	09/2004
Consular	Debra Towry	10/2009
Political	John Waters	06/2009
Economic	Mark Johnson	08/2010
Bureau of International Narcotics & Law Enforcement	Alyce Tidball	09/2010
Public Affairs	Frank Finver	08/2009
Regional Security	Robert Grech	06/2010
U.S. Security Coordinator	LTG Michael Moeller	09/2010

**Other Agencies:**

Department of Justice	Andre Khoury	06/2010
Office of Regional Affairs	Christopher Huttleston	08/2009
U.S. Department of Treasury	Katherine Bauer	03/2009
U.S. Agency for International Development	Karen Exel	09/2009

## ABBREVIATIONS

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ICASS	International Cooperative Administrative Support Services
ISSO	Information systems security officer
LE	locally employed (staff)
NII	National Insurance Institute
PD	Public diplomacy



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