



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

Office of Inspector General

Office of Inspections

**Inspection of
Embassy Vienna, Austria**

Report Number ISP-I-12-16A, March 2012

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PURPOSE, SCOPE, AND METHODOLOGY OF THE INSPECTION

This inspection was conducted in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2011 by the Council of Inspectors General 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, 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 the OIG and, as appropriate, have been discussed in draft with those responsible for implementation. It is my hope that these recommendations will result in more effective, efficient, and/or economical operations.

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

A handwritten signature in black ink, appearing to read "H. W. Geisel". The signature is fluid and cursive, with a large loop at the end.

Harold W. Geisel
Deputy Inspector General

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Key Judgments

- The Ambassador and deputy chief of mission (DCM) have forged productive relations with the Austrian Government and have significantly advanced the U.S. policy agenda. Their method of tying interagency working groups to Mission Strategic and Resource Plan (MSRP) objectives contributes to this success.
- The embassy's public diplomacy, consular, and political/economic sections are overstaffed. In the management section, overstaffing exists in two areas and understaffing in another.
- Even though the Tri-Mission Vienna joint management office's (JMO) service quality and timeliness meet established customer service standards, customers have been dissatisfied. As detailed in the OIG report, *Inspection of the Tri-Mission Vienna Joint Management Office* (March 2012), realigning responsibilities and developing direct communications with the JMO service providers should allay concerns that the office does not provide equal service to all of its customers.
- Washington consumers value the coverage, quality, and timeliness of the embassy's political and economic reporting and analysis, which meet the needs and serve the interests of U.S. officials in formulating policy decisions.
- Interagency cooperation is strong in commercial promotion, political-military issues, and, most notably, law enforcement.
- The public diplomacy section engages the Ambassador and many embassy staff members in conducting outreach activities, including social media and low-cost cultural programs. The section needs to prioritize its work, focusing more on policy goals and targeted audiences.
- The well-run consular section provides excellent service.
- A robust security program serves the three Vienna missions equitably and well. The Ambassador and DCM show appropriate support for security requirements and meet regularly with staff members to keep them informed about all pending issues.
- The information management program is improving after a period when curtailments and extended staff vacancies led to poor service.

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

The inspection took place in Washington, DC, between September 12 and 29, 2011, and in Vienna, Austria, between October 3 and November 17, 2011. The members of the team were

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Context

Slightly smaller than Maine, Austria has a population of approximately 8 million. As elsewhere in Europe, the Austrian public remains skeptical of the United States and its role in the world. The country's traditional ethnic/linguistic homogeneity has been challenged in recent years by shifting demographics, including a growing Muslim population and East European migrants. Building public support for the United States is the embassy's top MSRP goal.

Vienna hosts numerous UN agencies, such as the International Atomic Energy Agency and the UN Office of Drugs and Crime, as well as the Organization for Security and Cooperation in Europe. It is also a hub for organized criminal activities, including trafficking in narcotics, arms, and persons. The embassy has encouraged Austrian support for greater counterterrorism and law enforcement cooperation, recently concluding bilateral agreements on combating terrorism and serious crime, respectively.

A member of the European Union (EU), Austria boasts one of Europe's lowest unemployment rates (4.4 percent in 2010). About half of all Austrian foreign direct investment is concentrated in Central/Eastern/Southeastern Europe, making it a real economic player in the region. A major goal of Embassy Vienna is supporting Austria's role in promoting stability in the region and beyond. Austria presently has command of European forces in Bosnia and a significant presence in the North American Treaty Organization (NATO) operation in Kosovo. A NATO Partnership for Peace member, Austria provided blanket over-flight clearances for NATO aircraft participating in recent civilian protection operations in Libya. It also supports peacekeeping operations and police training efforts in Afghanistan.

With strong energy and banking sectors, Austria has played an active role in promoting European energy security, particularly with respect to the proposed Nabucco gas pipeline, that is consistent with the U.S. goal to foster cooperation on energy security. Trade promotion is another strategic goal for Embassy Vienna. The United States ranks as Austria's sixth largest trade partner and third largest foreign investor.

Staffing for Embassy Vienna consists of 141 Department of State (Department) U.S. direct-hire employees, 29 other-agency direct hires, and 264 locally employed (LE) staff members. The JMO reports to the embassy's DCM and provides management services to all three missions.

Executive Direction

Embassy Vienna effectively advances U.S. foreign policy objectives with Austria. It has formed productive links with senior Austrian officials, including in the most senior ranks of government. As a result, the embassy has won Austrian support for several key goals that previously appeared unattainable.

Specifically, embassy leadership developed a strategy to improve U.S.-Austrian cooperation on several law enforcement issues that constituted one of the embassy's top substantive priorities; the Ambassador and DCM then deployed a range of successful approaches, including public appearances that shaped opinion and contact with decisionmakers. The Ambassador concluded the data-sharing agreements on crime and terrorism by using his access at the top of Austria's power structure. Similarly, the Ambassador and DCM and their team succeeded in reversing the Austrian stance on sanctions against Iran, winning unexpected support for the U.S. position. The leadership team also significantly improved bilateral cooperation on handling the proceeds from joint, drug-related cases and enhanced the U.S.-Austrian dialogue on issues related to the Balkans. The DCM has brought his long Balkans experience to bear in this dialogue, and the Ambassador has traveled to the region and encouraged Austrian banks to sustain their Balkan operations.

The inspection team commends the Ambassador for cultivating excellent relations with a range of senior Austrian officials and private sector leaders. He is widely viewed in the embassy as a masterful networker whose interpersonal skills have persuaded his interlocutors to value their interactions with him and seek him out. The Ambassador initiated an effort to connect with Austrian members of the European Parliament, meeting with them in Brussels or Strasbourg to discuss U.S. policy positions. Working in concert with the U.S. Ambassador to the EU, he has produced measurable results and provided a model for others to emulate.

The Ambassador and DCM participate in a range of public diplomacy activities, including short-term press events focused on countering negative Austrian views of U.S. policies and long-term cultural and educational exchange programs designed to build enduring support for the United States. Both are accomplished public speakers. The Ambassador has acquired an introductory facility in German, and the DCM uses his fluent language skills spontaneously. The Ambassador has built good will with the Austrian public by appearing at highly visible cultural and sporting events and other prominent venues.

Embassy Vienna's representation work is good and is synchronized with strategic objectives in the MSRP. The Ambassador reaches out to contacts frequently through representation functions of many kinds and sizes. The DCM has initiated a series of at-home concerts featuring U.S. artists. These events enable embassy staff to cultivate local contacts in an environment that Austrians prize, making it easier to discuss controversial subjects. All elements of Embassy Vienna reported that embassy leadership supports U.S. Government visitors and interactions with Austrian contacts.

The Ambassador and DCM divide work in the traditional way, with the Ambassador handling senior contact work and the DCM concentrating more on internal issues, while maintaining appropriate outside contacts at his level—an important function in Austria's

hierarchical society. Although the Ambassador and DCM have very different strengths and their partnership has taken some time to evolve, the DCM has now become an alter ego for the Ambassador. Both benefit from the confidence that exists between them and would do well to foster an even more open exchange of perspectives. The division of labor is appropriate, and the front office functions smoothly in most cases. Some embassy staff members would prefer a less formal handling of paperwork and a more open front office atmosphere; however, given the breadth and complexity of issues confronting the front office, there is no need to change current procedures significantly.

Embassy leadership merits praise for developing interagency working groups that are tied to each MSRP objective. Initiated by the DCM and operating under his direction, these working groups not only account quarterly for concrete progress on each goal but also strategize about next steps. This mechanism has invigorated embassy thinking and actions, resulting in tangible outcomes. Interagency relations at Embassy Vienna are also exemplary: one officer spoke for many in labeling interagency relations as the best he had seen in 20 years in the Foreign Service.

As detailed in the OIG report, *Inspection of the Tri-Mission Vienna Joint Management Office* (March 2012), supervising the bilateral embassy's provision of management services to the embassy community and the other two U.S. missions in Vienna—the U.S. Mission to the Organization for Security and Cooperation in Europe (USOSCE) and the U.S. Mission to International Organizations in Vienna (UNVIE)—has been challenging. The embassy team can take pride in supporting the Bureau of Overseas Buildings Operations' search for long-overdue, new space for USOSCE offices. The Ambassador's private sector experience and insights, and the DCM's interventions in Washington have helped this process. On more day-to-day management services, inspectors heard criticism from many sectors and the other two missions; they observed that relations between the DCM and the management section, while better than they were in the past, could usefully improve. The Ambassador and DCM have worked to improve this relationship, but management services still absorb a disproportionate share of front office attention. The inspection team counseled that all involved, with the Ambassador's oversight, would do well to make a fresh start at addressing the built-in difficulties of servicing three missions.

Although Embassy Vienna is capably led and well staffed overall and is fulfilling its functions commendably, the OIG team found several instances where more long-range planning would benefit operations. The consular, public diplomacy, management, and political/economic affairs sections of this report describe examples of overstaffing, and the management section of this report addresses how space planning would yield efficiencies.

Embassy Vienna supervises a robust security program that serves the three Vienna missions equitably and well. The Ambassador and DCM show appropriate support for security requirements, meet regularly with staff, and keep themselves informed about all pending issues. (See the classified annex to this report for more details.)

As in other venerable first-world capitals, morale at Embassy Vienna is mixed. The absence of life-threatening emergencies or hardships and the presence of a wealth of recreational activities tend to weaken community cohesion, a phenomenon that becomes even more striking in a tri-mission environment. The Ambassador counteracts these impediments with his proactive

approach to community activities, both professional and social. The Ambassador models full respect for Equal Employment Opportunity (EEO) principles.

Several adjustments will improve front office oversight of embassy operations. For example, the leadership team needs to maintain required visa adjudication reviews and exert more thorough control over the U.S. employees association, whose problems are addressed in the management controls section of this report. In addition, the Ambassador, and especially the DCM, need to circulate among the embassy buildings and offices more frequently. Placing a higher priority on personal connections with the staff will (b) (5) inspire higher productivity, and acquaint embassy leadership more fully with their colleagues' concerns and issues.

The career development program for first- and second-tour officers and specialists needs reinvigorating. The Ambassador and DCM agree. The DCM has conducted some meetings with first- and second-tour officers and specialists as a group, but the present program does not provide the full range of opportunities that would constitute a comprehensive career development matrix.

The first- and second-tour personnel formed an informal association that includes their counterparts at the UNVIE and USOSCE missions. Some employees feel confined to the duties of their sections and do not experience the full scope of Foreign Service activities. Only very rarely are opportunities available to participate in the work of other embassy sections or the other missions in Vienna. Although first- and second-tour officers and specialists from some sections are receiving mentoring and guidance on a day-to-day basis from their direct supervisors, others are not, and all believe their careers will benefit from wider access to senior officers.

The Ambassador and DCM welcomed a number of suggestions from the OIG team for a more comprehensive, entry-level career development program that fulfills the Foreign Service Director General's expectations, transmitted worldwide on November 22, 2010, as State 120467, to conduct robust mentoring and professional development of entry-level Foreign Service employees. They pledged to collaborate with the other missions to seek short-term opportunities for first- and second-tour personnel to work in the sister missions.

Recommendation 1: Embassy Vienna should implement a plan to provide first- and second-tour officers and specialists with regular mentoring sessions and well-defined opportunities to gain experience with government-to-government relations, support official visits, speak in public fora, produce written reports, and participate in representational events. (Action: Embassy Vienna)

Policy and Program Implementation

Reporting, Analysis, and Advocacy

Embassy Vienna reports well on key developments. Its advocacy was instrumental in concluding two agreements in 2011: one on information sharing related to terrorism and another on combating corruption and serious crime. The embassy also closely engaged the Austrian Parliament in the ratification process to allow these agreements to enter into force.

Political and economic reporting aligns with the embassy's strategic goals, including combating crime and terrorism, strengthening Austria's contributions to regional and global stability, and enhancing European energy security. Embassy reporting, while succinct and consisting mostly of spot reports, usually draws upon multiple sources. Reporting typically provides Washington users with useful context and commentary, as well as biographical information on key figures. Recent examples include reports on European financial issues, nuclear energy, and climate change, as well as several reports on Austria's connections to the evolving situations in Libya and Syria. Washington consumers give embassy reporting high marks for timeliness and responsiveness and for anticipating Washington's needs for specific information. Embassy officers have made progress in restoring trust and key relationships that were damaged by the Wikileaks disclosures.

The embassy usefully has established interagency working groups for each of the five substantive goals in its MSRP. The groups meet quarterly to review progress and plan activities. The DCM chairs these working groups, which in turn helps the Ambassador fulfill his oversight and coordination responsibilities.

The embassy produced few analytical reports, although the reporting plan for FY 2012 projects more analysis. A few reports were coordinated with other U.S. missions in the region, such as with Embassy Ljubljana on minority language rights. Reporting on Austria's role in the Balkans was sparse, given Austria's proximity to and interests in the region and its contributions to the Kosovo Force. Military reporting, however, complements embassy reporting on the Balkans.

Records Management

The embassy makes productive use of regular emails to report on economic and political developments. The embassy has not made good use of the record email function of the State Messaging and Archive Retrieval Toolset software system. Record email is designed to archive emails that should be preserved for the historical record, such as those relating to schedules for visitors, ongoing steps taken in the implementation of programs, and the exchange of views on policy-related matters. Prior to the inspection, the embassy was not transmitting its biweekly economic report as record email; the section also did not send as record email the daily activity report that conveys information on high-profile, breaking developments. Expanded use of record email and a wider dissemination of email messages to other agencies will better satisfy interagency consumers of these reports.

Informal Recommendation 1: Embassy Vienna should make greater use of the State Messaging and Archive Retrieval Toolset record email function.

Political/Economic Section

The counselor heads a combined political/economic section. He is a trusted advisor to the DCM and Ambassador, and his staff and others in the embassy praise his helpfulness and guidance on policy matters. The counselor encourages staff members to express their views and voice dissenting opinions. The work environment is collegial and collaborative. Morale is good among U.S. staff. Section officers regularly speak German when they conduct business with government officials and engage in public outreach.

The counselor and other section staff work closely with the Defense attaché office on political-military affairs to promote Austrian support of Afghanistan and a continued role in Kosovo. The section also cooperates with the embassy's Office of Defense Cooperation in promoting military sales opportunities. The political unit chief is the coordinator for the working group that promotes increased Austrian contributions to regional and global security. The economic officer coordinates a working group on energy and the environment that promotes the United States as a responsible global steward, lobbies for constructive Austrian climate and energy policies, and promotes U.S. products and services in these fields. Austria has major oil and gas distribution hubs that service the continent. One of the largest European oil and gas firms, OMV Group, is a key partner in the Nabucco gas pipeline project that seeks to bring Caspian Basin gas to the European market, enhancing energy security. Embassy contacts in this field are excellent, and its reporting has provided a valuable perspective on this important energy security initiative.

The section's four LE staff members are divided equally between political and economic areas, and their expertise is well regarded. They draft most mandated reports and contribute to spot and analytical reports. Drafts prepared by LE staff are frequently incorporated into classified reports to which LE staff does not have access. Better feedback on the section's LE staff contributions would contribute to their skills development and professional growth. (b) (5)

Informal Recommendation 2: Embassy Vienna should provide locally employed staff with the unclassified portions of transmitted classified cables that contain text that locally employed staff members have drafted.

Rightsizing

In an effort to reduce stovepiping and achieve greater efficiencies, local employees in the section have responsibilities outside their areas of political or economic specialization. The efficiencies from expanding such cross-training could enable the section to reduce the number of LE staff members in the section from four to three, resulting in annual cost savings of \$210,000. The incumbent in position number N21010 will be ready to retire in the near future. The section should begin cross-training now, making sure that the three-member staff will be able to handle all required tasks by the time of his retirement.

Recommendation 2: Embassy Vienna should eliminate position number N21010 in the political/economic section when the incumbent retires. (Action: Embassy Vienna)

The political/economic section is attentive to reducing costs and operating more efficiently. It has reduced its subscription costs by 50 percent over the past 2 years and plans to discontinue four more subscriptions that will not damage section performance. The section could realize additional savings without impairing its effectiveness by cutting use of the Austrian Press Agency, which duplicates other media sources, to realize annual cost savings of \$24,000.

Informal Recommendation 3: Embassy Vienna should eliminate the political/economic section's subscription to the Austrian Press Agency.

Leahy Human Rights Vetting

The political/economic section is responsible for coordinating the Leahy vetting process. The section issued embassy-wide guidance on Leahy procedures in 2011 and plans to do so annually to promote compliance. The section did not complete Leahy vetting in 2011, because a newly arrived employee was still learning how to operate the Department's international vetting and security tracking database.

Informal Recommendation 4: Embassy Vienna should incorporate the international vetting and security tracking system user's guide into its procedures for Leahy vetting and train the designated officers responsible for Leahy vetting on use of this database.

Trade and Commercial Advocacy

The United States is Austria's sixth largest trading partner and the third largest source of foreign direct investment. Total trade between Austria and the United States in 2010 was \$11 billion, of which \$4 billion were U.S. exports. The Ambassador and DCM often make their residences available for representational events to promote U.S. commercial interests. The political/economic section partners closely with the commercial section on trade and investment advocacy. Local employees in the political/economic and commercial sections work together cooperatively. There is an ongoing commercial dispute in Austria related to the theft of intellectual property from a U.S. firm. The person convicted in Austrian court had shared the stolen property with a Chinese company. Washington consumers valued embassy reporting on this case, which has attracted attention in the U.S. media.

The *Country Commercial Guide* aligns well with the MSRP goals of promoting U.S. products and services. The commercial counselor chairs the embassy's working group on trade and investment, which has the ambitious objective of doubling U.S. exports to Austria between 2009 and 2014. U.S. exports grew by 27 percent in 2010 over the prior year, but current export levels indicate a slackening in growth, and the mission's objective may no longer be realistic. Volkswagen, BMW, and Mercedes-Benz have recently established manufacturing plants in the United States. To supply those plants, three Austrian firms are investing in auto parts plants in the United States that will employ 1,000 persons.

Environment, Science, Technology, and Health Affairs

In the political/economic section, a professional associate has won praise from the Ambassador and others for the high caliber of her reporting on environment, science, technology,

and health. In addition, she has served as the principal coordinator in interactions with Washington and the Austrian Government on privacy and data-sharing issues and in a dispute over the screening of the U.S. diplomatic pouch. The embassy will seek to renew this position when the incumbent departs in summer 2012. Professional associate positions, which are analogous to entry-level Foreign Service officer positions, are centrally funded and do not adversely affect mission budgets.

Informal Recommendation 5: Embassy Vienna should present its case to the Bureau of European and Eurasian Affairs and the Bureau of Human Resources for continuing to fund the professional associate position.

Law Enforcement and Narcotics Affairs

Communication and cooperation among law enforcement representatives are outstanding, and there are good interpersonal relations between agency and section heads. The resident law enforcement entities in the embassy include the regional security office, a legal attaché office, a Drug Enforcement Administration attaché office, and the Department of Homeland Security's immigration and customs enforcement office and citizenship and immigration services office. Some of the offices have regional responsibilities. The U.S. Secret Service attaché, accredited to Austria but residing in Frankfurt, is in regular communication with colleagues in Vienna.

Cooperation with Austrian law enforcement officials is strong but heretofore has been handled on a case-by-case basis. The Austrian Federal Police and the Office for the Protection of the Constitution and for Fighting Terrorism are the principal partners of U.S. law enforcement. Cooperation has yielded positive results in the areas of cyber crime and has led to the capture of fugitives, sex traffickers, and drug smugglers. With embassy support, the Austrian Parliament in 2010 passed legislation criminalizing participation in terrorist training; the Austrian authorities already have detained suspects under this act. The Ambassador has actively supported Department of Justice activities, including the sharing of U.S. experience in the use of sensitive classified information in Austrian court proceedings.

The DCM and often the Ambassador participate in monthly meetings of the law enforcement working group. The DCM keeps the Ambassador informed of law enforcement developments. The consular section uses the monthly meetings to fulfill Visas Viper reporting requirements. The regional security officer records the minutes but does not distribute them. Distributing minutes would enhance each office's knowledge and solidify cooperative ties among working group participants and is also consistent with sound management practice.

Informal Recommendation 6: Embassy Vienna should distribute to law enforcement working group members the minutes of monthly meetings.

The professional associate in the political/economic section participates in quarterly meetings of the working group on crime and terrorism and earns praise for coordinating embassy support for the negotiation of two key data-sharing accords. One is an arrangement that would implement (on the U.S. side) the Department of Homeland Security Presidential directive relating to sharing terrorism screening information. The other is an agreement on the prevention of corruption and serious crime. These bilateral accords are key elements in combating crime and

terrorism and are a Department of Homeland Security requirement for continued, visa-free travel by Austrian tourists to the United States. Austria will implement the information-sharing agreement after ratifying the agreement on prevention of corruption and serious crime, which has been presented to the Austrian Parliament.

Refugee Affairs

The Department established an admissions-focused regional refugee coordinator position in Vienna in 2010 to cover refugee resettlement from the countries of the former Soviet Union and Europe. Unlike most refugee affairs sections, the office in Vienna is located in the consular section. The refugee coordinator is rated by the consular section chief, and the two officers work well together.

In Vienna, a Foreign Service officer who is experienced in refugee affairs oversees the admissions processing at U.S. refugee centers in 19 countries. She also supervises refugee assistance programs operated in Moscow. However, the refugee program in Vienna is limited to admissions processing for Iranian religious minorities. The number of applicants applying to this program has been decreasing in recent years, while the time required to process their applications has increased, due to enhanced, worldwide refugee security screening measures adopted in 2010. At the same time, refugee processing in other locations in Europe has increased, particularly at two UN-operated emergency transit centers in Romania and Slovakia.

Given the declining U.S.-bound refugee caseload in Vienna, the Bureau of Population, Refugees, and Migration has begun assessing whether it would be more effective to move the Foreign Service officer's position to another location, from which refugee processing in Europe could be covered more effectively. In addition, with the worldwide refugee processing of Iraqi and other refugees being in flux and with changes in the relevant U.S. legislation, the Bureau is continually examining how best to accomplish refugee processing.

Recommendation 3: The Bureau of Population, Refugees, and Migration should conduct a cost-benefit analysis to determine whether position number 13001037 should be moved to a location from which refugee processing in Europe and the countries of the former Soviet Union could be accomplished more effectively and less expensively than at Embassy Vienna. (Action: PRM)

Public Diplomacy

An experienced public affairs officer (PAO) supervises a wide range of public diplomacy activities conducted by 12 local employees. The PAO, assistant PAO, and the rest of the section staff have excellent relations with Austrian media and cultural figures, as well as with the embassy's executive office and section and agency heads. The Ambassador values public diplomacy outreach as a critical embassy activity and is excellent at engaging the media in interviews. He also hosts or participates in numerous U.S. cultural activities and thematic conferences. Embassy officers in all sections serve as speakers for multiple audiences throughout Austria.

The section's programs encompass promoting journalistic studies; raising awareness of human rights; hosting arts and literature events; and holding seminar discussions of U.S. social, foreign, and security policies. The breadth of the programming highlights a shortcoming: the

section is trying to do too much, including some programs that are appealing but not essential. There is an embassy-wide, 6-month calendar of public diplomacy events, but it is difficult to discern an overarching goal beyond “promoting America.”

The section has not undertaken the necessary strategic planning for public diplomacy for the year ahead. It has not conducted audience analyses to determine where to target its efforts, and some public diplomacy staff members are duplicating one another’s efforts. For example, there were more local employees at some events than needed. An embassy-hosted, environmentally friendly fashion show is an example of embassy resources being expended on events that do not plausibly advance core U.S. foreign policy themes. The section needs to identify the most important bilateral issues and the most critical audiences, shape its public diplomacy programming around those criteria, and eschew targets of opportunity that are less compelling.

Informal Recommendation 7: Embassy Vienna should develop a yearly schedule of public diplomacy activities based on topics, audiences, and institutions that have the highest priority.

Rightsizing

Public diplomacy staffing costs are unsustainable and threaten to zero out funds for programming. In FY 2012, LE staff expenses were more than 80 percent of the section’s program budget. Without action, in FY 2013 they will exceed 95 percent. Vienna’s LE staffing level is considerably higher than at similar European embassies, where the norm is eight or nine. Vienna has 12. In reaction to written guidance from the Department to redress the situation, the section has reduced some LE staff work schedules by 15 to 20 percent, but this change has had minimal effect on lowering overall staff costs.

The section has not prioritized its work and allocated staff time to the highest priority areas. It has not used cross-training to improve staff efficiency. The section needs to update its essential tasks (such as social media), reduce time spent on other tasks, introduce cross-training, reallocate work requirements, and eliminate positions. The embassy responded positively to the OIG team’s counseling on these issues and is developing a plan to reduce staffing that would save \$300,000 annually.

Recommendation 4: Embassy Vienna should eliminate three local employee positions in the public diplomacy section. (Action: Embassy Vienna)

The section has had minimal contact with the other two U.S. diplomatic missions in Vienna: UNVIE and USOSCE. Communication among the three missions is mainly an exchange of information about programming that addresses similar audiences. Developing better cooperation among the public diplomacy staffs of the three U.S. missions could generate cost savings and create synergies that would multiply each mission’s efforts to influence opinion and gain support for U.S. positions. The expanded use of social media, in particular, would both enhance and benefit from tri-mission collaboration.

Informal Recommendation 8: Embassy Vienna should consult at least quarterly with the U.S. Mission to International Organizations in Vienna and the U.S. Mission to the Organization for Security and Cooperation in Europe to identify areas where

collaboration, including the use of social media, can expand the reach of U.S. public diplomacy messages.

Exchange Programs

The embassy's long-standing and well-run exchange programs are the primary vehicle for building enduring Austrian support for the United States. The Fulbright program, which celebrated its 60th anniversary in Austria in 2010, is at the center of a well-conceived exchange program. The Bureau of Educational and Cultural Affairs rates the bilateral Fulbright Commission in Austria as one of the best managed in Europe. Its highly regarded U.S. executive director has been instrumental in enlisting private partner individuals and institutions. These partners have helped secure nontraditional funding streams that have maintained annual grant funds at a healthy \$1 million level over the past 5 years.

The U.S. and Austrian Governments each contribute approximately 35 percent of the Fulbright budget; private partners provide the remaining 30 percent. The private contributions funded 18 grants in 2010–2011. The commission also manages a \$2 million endowment from former Marshall Plan funds. Cumulatively through 2010, approximately 3,500 Austrian and 2,250 U.S. citizens have participated in the Fulbright program. An Austrian Fulbright alumni association, formed in 1994, currently numbers 400 members and sponsors various activities, some in conjunction with the embassy.

The Ambassador and the Austrian Minister of Science and Research take an active interest in the commission's work and are honorary cochairs of the commission board. Relations between the embassy and the Fulbright Commission are excellent.

The commission conducts significant, additional non-Fulbright exchange duties, including administering one of the largest U.S. teaching assistant programs in the world. Since 1962, the program has placed almost 3,000 U.S. teaching assistants in the English language teaching programs of Austrian secondary schools. In 2010, U.S. teaching assistants working in every Austrian province taught about 40,000 secondary school students. A much smaller number of Austrians taught German language studies in U.S. secondary schools.

The Fulbright Commission conducts educational advising both in person at its office and through a Web site that attracts 8,000 visits per month. The embassy provides no educational advising, referring all inquiries to the commission.

A modest International Visitor Leadership Program, which includes minority grants, is closely tied to MSRP goals and objectives. The embassy used incentive grants and Washington special funds to increase the numbers of programmed visitors by 50 percent above its initial allotment in both FYs 2010 and 2011; it plans to do the same in FY 2012. The DCM chairs the grants committee. All embassy sections nominate grant candidates and participate in the selection process. The embassy maintains close contact with former grantees.

Given current, austere budget realities, the embassy does exceptionally well in augmenting cultural affairs programming by taking advantage of visiting U.S. artists to Austria. The Ambassador and DCM regularly host musical events at their residences, featuring U.S.

artists. As noted earlier, these events enable embassy staff to cultivate local contacts in an environment that Austrians prize, making it easier to discuss controversial subjects.

Grants Management

An administrative assistant, who has completed the requisite grants training, maintains the public diplomacy grant files. The files for FYs 2010 and 2011 are in reasonable order. Most of the required documentation is present or in process. One fault, however, is the absence of the mandatory DS-4012 Federal assistance file form, which comprehensively inventories grants documentation. The administrative assistant had not prepared the form for any of the reviewed grants, due to the mistaken belief that the form was required only for grants in excess of \$10,000. The section is correcting this error.

The PAO and assistant PAO hold current, valid grant authority. In FY 2011, Embassy Vienna issued 54 grants. The largest grant was for \$10,000 and many grants were for amounts of less than \$1,000. It takes the same amount of time and effort to fully process a grant for \$200 as a grant for \$10,000. There are no institutional grants that would cover multiple, small programs. The staff handling grants management was unaware of fixed obligation grants, as described in Grants Policy Directive 35 of the Office of the Procurement Executive. The fixed obligation grants agreement is less complicated, and the closeout requirements are less cumbersome; a memorandum from the grants officer representative can serve as the closeout documentation.

Informal Recommendation 9: Embassy Vienna should review the merits of using fixed obligation grants in at least some of its smaller grants awards and provide guidance to the grants staff on how to process such grants.

American Resource Center

The American Resource Center is the embassy's Information Resource Center. It is not open to the public generally, but its three local employees offer an array of online products. The center handles social media applications that include the bilingual embassy Web site and various social media platforms: Facebook, YouTube, Twitter, and Picasa (an image-organizing and photo-sharing Web site). The center also maintains the Ambassador's Twitter account, and its staff consults regularly with other sections and agencies to elicit contributions for the embassy's social media sites.

The section is just beginning to develop a strategy for increasing embassy representatives' direct involvement in the production of social media content. By judiciously evolving its social media strategy, the section can increase content (interactive fora, contests, etc.) while not outpacing its ability to respond to target audiences in a timely fashion. The embassy Web site averages 30,000 hits daily. Austrians' usage of social media platforms has doubled in the past 2 years. This compares favorably with six other European resource centers that are operating under the general guidance of the regional information resource officer.

Although the center serves as the lead agent for social media, it also provides information services, such as delivering English language and U.S. studies materials to teachers in Austria.

The center also issues media alerts for the embassy and USOSCE employees and researches topics on request from officers at the embassy and USOSCE.

The center occasionally convenes with groups, such as Austrian teachers, as part of its public reference service. The center is the conduit for all electronic inquiries to the embassy, and employees archive all electronic messages from Austrian Government ministries. The public diplomacy section has not evaluated the nature, number, and processing requirements of the many types of inquiries the center handles; doing so would help the center determine how to reduce the volume and range of inquiries and use staff more efficiently.

Informal Recommendation 10: Embassy Vienna should make greater use of electronic links and frequently asked questions on its American Resource Center Web site to respond more efficiently to electronic inquiries.

The University of Innsbruck hosts an American Corner, for which the embassy provides an annual grant of \$10,000. In 2011, the embassy restructured its partnership agreement with the university and the Innsbruck Austro-American Society, increasing the university's contribution. At a modest cost to the U.S. Government, the American Corner is available for meetings and other functions. The section is encouraging consular and other embassy officers to make more frequent use of this U.S. public diplomacy platform.

Regional Information Resource Officer

Embassy Vienna also hosts an information resource officer with regional responsibilities for seven countries, including Austria. The PAO is the rating officer for this employee, while the reviewer is a Bureau of International Information Programs supervisor. A separate regional information resource office with three LE staff members reports directly to Washington. Both the regional information resource officer and the separate information resource office are located in the USOSCE building, and they report that the JMO provides satisfactory services. The regional information resource office's Washington supervisors requested that the JMO regularly update them about the timetable and space planning issues related to JMO's plans to relocate the office into the new facility for USOSCE.

Consular Operations

The consular section is well run but overstaffed. The quality of service is excellent, with courteous treatment and minimal wait times. The wait time for visa appointments, for example, is as little as 2 days. The first- and second-tour officers are involved in section management, and local employees are knowledgeable and well trained.

Workload

The section handled 10,685 nonimmigrant visa adjudications last year, a relatively light workload. Nonimmigrant visas in Vienna are a mix of routine student and exchange visitor visa applications by Austrians, plus a varied third-country national workload, complex E visa¹ cases, and an unusually large number of special visas for performers and other celebrities. Appointments for nonimmigrant visa interviews are often available within 2 or 3 days. The

¹ Nonimmigrant Treaty Trader (E1) and Treaty Investor (E2) visas.

immigrant visa workload last year totaled 281 adjudications, which would occupy only a fraction of one officer's and one LE staff member's time. The American citizens services workload is varied, given the relatively large resident American population and the large numbers of U.S. tourists. That workload is ameliorated, to some extent, by the excellent social services and infrastructure in Austria.

Rightsizing

U.S. officer staffing is appropriate, but the nine local employees are more than the workload merits; elimination of one position would reap cost savings. One LE staff member works full time in the Federal benefits unit, an operation that is scheduled for closure at the end of FY 2012. There is also one eligible family member who works in American citizens services. At a minimum, the embassy could redirect the eligible family member position to an area of greater need in tri-mission offices when the incumbent departs post in 2012.

Recommendation 5: Embassy Vienna should eliminate locally employed staff position N32250 in the Federal benefits unit when that unit's operations close in FY 2012. (Action: Embassy Vienna)

Recommendation 6: Embassy Vienna should not fill the eligible family member position in the American citizen services unit when the incumbent departs. (Action: Embassy Vienna)

The Bureau of Consular Affairs has explored consolidating some of the consular operations in Vienna and Bratislava to achieve efficiencies and reduce staffing. Given the comfortable staffing levels in Vienna and the ease of travel between the two cities, consolidation would be an appropriate way to achieve additional savings.

Facility

The section has been located in an annex to a U.S.-brand hotel since 1986. It shares a whole floor of the building with offices of the Drug Enforcement Administration and the Department of Homeland Security's Citizenship and Immigration Services office. (b) (5)

[Redacted]

Problems that affect consular operations include (b) (5) [Redacted] and lack of a privacy booth.

(b) (5) [Redacted]

(b) (5)

Consular employees often need to discuss sensitive matters with applicants, but there is no place in the section to hold private discussions. (b) (5)

The embassy needs to construct a privacy booth at one of the existing interview windows. The most likely location would be at the window on the far left of the hardline, as viewed from inside the consular workspace. The window is already enclosed inside the hardline and would need only to be enclosed on the waiting room side.

Recommendation 9: Embassy Vienna should construct a privacy booth in the consular waiting room. (Action: Embassy Vienna)

Internal Controls

Internal controls function well. The OIG team observed that the section had strengthened its operational procedures during the inspection period (b) (5)

There is little demand for visa referrals in Austria. During the inspection period, the Ambassador reissued the referral policy, which conforms to regulations.

The consular chief is performing adjudication reviews as required by Department regulations (9 FAM 41.113 PN17 and 7 FAH-1 H-648.1-3). However, until July 2011, the DCM had not been performing regular reviews of the consular section chief's cases. Between May 1, 2010, and May 1, 2011, the DCM performed no reviews at all. Nevertheless, in a March 2011 telegram (11 VIENNA 426), the DCM certified compliance with consular management controls, which includes performance of adjudication reviews. The DCM completed the reviews of the consular chief's adjudications from July to October 2011. According to Department regulations (9 FAM 41.113 PN17 d.), the issuances must be reviewed without delay; that is, on the day of the issuance or as soon as is administratively possible. The failure to perform reviews in a timely manner indicates that the consular chief is not maintaining oversight over the visa adjudications, as required by regulations (9 FAM 41.113, PN7).

Recommendation 10: Embassy Vienna should implement a schedule for the deputy chief of mission to perform regular reviews of the consular section chief's nonimmigrant visa adjudications. (Action: Embassy Vienna)

There is a problem with the machine readable visa fee comparison. The section chief has been performing the procedure correctly (per 7 FAH-1 H-744.2), but the comparison shows a deficit, with more visas processed than fees collected. This discrepancy may be caused in part by the fact that the bank has been deducting its charges from the total it transfers to the embassy

account. According to 7 FAH-1 H-752 b., banks may not deduct their fee from the machine readable visa fees received but must deposit the full amount of fees collected to the U.S. Government account. The financial management officer will correct the bank's practice in this regard. This change may address the discrepancy, but it will be important to confirm that the problem is resolved.

Recommendation 11: Embassy Vienna, in coordination with the Bureau of Consular Affairs, should resolve the discrepancy in the machine readable visa fee comparison. (Action: Embassy Vienna, in coordination with CA)

The agreement with a commercial bank for off-site, machine readable visa fee collection has not been updated since it was first signed in 1996. The existing agreement does not detail the entire collection process and should be replaced by an agreement that is in compliance with 7 FAH-1 H-752 b. The lack of an updated, clear agreement contributes to the problem with the comparison of machine readable visa fees, because the existing agreement does not comply with this regulation's guidance regarding the nondeduction of bank charges.

Recommendation 12: Embassy Vienna should negotiate a new agreement for managing consular fees with the collecting bank. (Action: Embassy Vienna)

Visa Waiver Program

As a member of the Visa Waiver Program, Austria is subject to reviews every 2 years by the Department of Homeland Security. In other Visa Waiver Program countries, the consular chief is the point of contact for the Department of Homeland Security in managing those reviews. At Embassy Vienna, the point of contact is in the political/economic section. The consular section is more appropriate for the handling of visa waiver issues.

Informal Recommendation 11: Embassy Vienna should designate the consular chief as the point of contact for the Department of Homeland Security on all issues related to the Visa Waiver Program.

Resource Management

| Agency | U.S. Direct-Hire Staff | U.S. Local-Hire Staff | Locally Employed Staff | Total Staff | Total Funding FY2011 |
|--|------------------------|-----------------------|------------------------|-------------|----------------------|
| Department of State | | | | | |
| Diplomatic and Consular Programs | 104 | 10 | 20 | 134 | \$7,584,825 |
| Diplomatic and Consular Program Representation | 0 | 0 | 0 | 0 | \$69,350 |
| ICASS | 13 | 9 | 128 | 150 | \$15,572,200 |
| Public Diplomacy | 2 | 1 | 16 | 19 | \$2,840,412 |
| Public Diplomacy Representation | 0 | 0 | 0 | 0 | \$14,000 |
| Diplomatic Security | 7 | 0 | 23 | 30 | \$1,705,246 |
| Marine Security | 14 | 0 | 0 | 14 | \$108,460 |
| Global Publishing Solutions | 0 | 0 | 2 | 2 | \$305,000 |
| Bureau of Overseas Buildings Operations | 1 | 0 | 0 | 1 | \$159,515 |
| Broadcasting Board of Governors | 0 | 0 | 2 | 2 | N/A |
| Department of Agriculture | 1 | 0 | 4 | 5 | \$413,933 |
| Department of Defense | 9 | 0 | 4 | 13 | \$802,405 |
| Department of Justice | 9 | 0 | 0 | 9 | N/A |
| Department of Homeland Security | 5 | 0 | 5 | 10 | \$308,737 |
| Foreign Commercial Service | 1 | 0 | 6 | 7 | \$969,949 |
| Open Source Center | 4 | 0 | 34 | 38 | N/A |
| Totals | 170 | 20 | 244 | 434 | \$30,854,032 |

Embassy Vienna's JMO is the service provider for the tri-mission. Management issues are discussed in the previously mentioned 2012 OIG Tri-Mission Vienna JMO report.

Restaurant Facility

Since September 2009, the embassy has licensed a chef to provide food service in the chancery's restaurant facility. The licensing agreement extends to October 15, 2013. The restaurant is attractive, and the food is well prepared. The OIG team noticed that some food prepared in the chancery's basement kitchen was not on the menu and not served in the chancery restaurant. According to restaurant staff, this food was destined for the chef's public restaurant. The public restaurant's Web site also had a picture of the present Ambassador to Vienna with an endorsement of the chancery restaurant. This juxtaposition created an implication that the Ambassador was endorsing the public restaurant.

With guidance from the OIG team, the JMO discussed these issues with the licensee, who agreed to stop using the chancery's basement kitchen to prepare food for his public restaurant and immediately removed the Ambassador's photograph and endorsement from the public restaurant Web site.

Recommendation 13: Embassy Vienna should develop standard operating procedures and implement a schedule to monitor use of the chancery's basement kitchen and embassy equipment to ensure compliance with the requirements specified in the licensing agreement. (Action: Embassy Vienna)

International Broadcasting Bureau's Technical Monitoring Office

The International Broadcasting Bureau (IBB) maintains a technical monitoring office in Vienna, with two local employees. The office monitors IBB broadcasts in an area ranging from Central Asia to Western Europe, the Middle East, and Africa. The office checks signal strength, outside interference from other country broadcasts, and equipment malfunctions by using computerized monitors. The employees make, on average, two to four trips each year to monitored sites outside Austria to repair and replace IBB equipment.

The IBB employees are under the direct supervision of IBB headquarters in Washington, which provides all program direction and technical support. The IBB employees report that the JMO provides satisfactory services, predominantly for human resources-related issues. The Vienna operation is one of four IBB monitoring stations overseas. Although IBB has explored alternate locations and has considered hiring monitors in Africa and the Middle East, officials in IBB headquarters told the OIG team that the Vienna operation remains the most financially and operationally effective option, even compared to moving monitoring operations to Washington.

List of Recommendations

Recommendation 1: Embassy Vienna should implement a plan to provide first- and second-tour officers and specialists with regular mentoring sessions and well-defined opportunities to gain experience with government-to-government relations, support official visits, speak in public fora, produce written reports, and participate in representational events. (Action: Embassy Vienna)

Recommendation 2: Embassy Vienna should eliminate position number N21010 in the political/economic section when the incumbent retires. (Action: Embassy Vienna)

Recommendation 3: The Bureau of Population, Refugees, and Migration should conduct a cost-benefit analysis to determine whether position number 13001037 should be moved to a location from which refugee processing in Europe and the countries of the former Soviet Union could be accomplished more effectively and less expensively than at Embassy Vienna. (Action: PRM)

Recommendation 4: Embassy Vienna should eliminate three local employee positions in the public diplomacy section. (Action: Embassy Vienna)

Recommendation 5: Embassy Vienna should eliminate locally employed staff position N32250 in the Federal benefits unit when that unit's operations close in FY 2012. (Action: Embassy Vienna)

Recommendation 6: Embassy Vienna should not fill the eligible family member position in the American citizen services unit when the incumbent departs. (Action: Embassy Vienna)

Recommendation 7: (b) (5)

Recommendation 8: (b) (5)

Recommendation 9: Embassy Vienna should construct a privacy booth in the consular waiting room. (Action: Embassy Vienna)

Recommendation 10: Embassy Vienna should implement a schedule for the deputy chief of mission to perform regular reviews of the consular section chief's nonimmigrant visa adjudications. (Action: Embassy Vienna)

Recommendation 11: Embassy Vienna, in coordination with the Bureau of Consular Affairs, should resolve the discrepancy in the machine readable visa fee comparison. (Action: Embassy Vienna, in coordination with CA)

Recommendation 12: Embassy Vienna should negotiate a new agreement for managing consular fees with the collecting bank. (Action: Embassy Vienna)

Recommendation 13: Embassy Vienna should develop standard operating procedures and implement a schedule to monitor use of the chancery's basement kitchen and embassy equipment to ensure compliance with the requirements specified in the licensing agreement. (Action: Embassy Vienna)

List of Informal Recommendations

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

Informal Recommendation 1: Embassy Vienna should make greater use of the State Messaging and Archive Retrieval Toolset record email function.

Informal Recommendation 2: Embassy Vienna should provide locally employed staff with the unclassified portions of transmitted classified cables that contain text that locally employed staff members have drafted.

Informal Recommendation 3: Embassy Vienna should eliminate the political/economic section's subscription to the Austrian Press Agency.

Informal Recommendation 4: Embassy Vienna should incorporate the international vetting and security tracking system user's guide into its procedures for Leahy vetting and train the designated officers responsible for Leahy vetting on use of this database.

Informal Recommendation 5: Embassy Vienna should present its case to the Bureau of European and Eurasian Affairs and the Bureau of Human Resources for continuing to fund the professional associate position.

Informal Recommendation 6: Embassy Vienna should distribute to law enforcement working group members the minutes of monthly meetings.

Informal Recommendation 7: Embassy Vienna should develop a yearly schedule of public diplomacy activities based on topics, audiences, and institutions that have the highest priority.

Informal Recommendation 8: Embassy Vienna should consult at least quarterly with the U.S. Mission to International Organizations in Vienna and the U.S. Mission to the Organization for Security and Cooperation in Europe to identify areas where collaboration, including the use of social media, can expand the reach of U.S. public diplomacy messages.

Informal Recommendation 9: Embassy Vienna should review the merits of using fixed obligation grants in at least some of its smaller grants awards and provide guidance to the grants staff on how to process such grants.

Informal Recommendation 10: Embassy Vienna should make greater use of electronic links and frequently asked questions on its American Resource Center Web site to respond more efficiently to electronic inquiries.

Informal Recommendation 11: Embassy Vienna should designate the consular chief as the point of contact for the Department of Homeland Security on all issues related to the Visa Waiver Program.

Principal Officials

| | Name | Arrival Date |
|--|------------------|---------------------|
| Ambassador | William Eacho | 08/2009 |
| Deputy Chief of Mission | Christopher Hoh | 06/2009 |
| Chiefs of Sections: | | |
| Administrative | Margaret Uyehara | 08/2010 |
| Consular | Heather Guimond | 08/2009 |
| Political/Economic | Shawn Crowley | 07/2010 |
| Public Affairs | Jan Krc | 09/2010 |
| Regional Security | Mary-Jo Swinimer | 03/2011 |
| Political/Multilateral | Gerald Hamilton | 08/2011 |
| Other Agencies: | | |
| Department of Defense, Defense Attaché Office | COL Ulises Soto | 08/2008 |
| Department of Defense, Military Liaison Office | | |
| Office of Defense Cooperation | LTC Chad Lemond | 08/2010 |
| Foreign Commercial Service | Thomas Brennan | 08/2011 |
| Department of Justice, Legal Attaché Office | Stephen Gaudin | 03/2010 |
| Department of Justice, Drug Enforcement | | |
| Administration | Ira Israel | 10/2006 |
| Department of Homeland Security, | | |
| Citizenship and Immigration Services | Pamela Hutchings | 09/2010 |
| Department of Homeland Security, | | |
| Immigration and Customs Enforcement | James Plitt | 05/2008 |
| Open Source Center | John Tullius | 07/2011 |
| International Broadcasting Board | Peter Ungerboeck | 02/1977 |

Abbreviations

| | |
|------------|---|
| DCM | Deputy chief of mission |
| Department | U.S. Department of State |
| EEO | Equal Employment Opportunity |
| EU | European Union |
| IBB | International Broadcasting Bureau |
| JMO | Joint management office |
| LE | Locally employed |
| MSRP | Mission Strategic and Resource Plan |
| NATO | North American Treaty Organization |
| PAO | Public affairs officer |
| UNVIE | U.S. Mission to International Organizations in Vienna |
| USOSCE | U.S. Mission to the Organization for Security and Cooperation in Europe |

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800-409-9926

oighotline@state.gov

oig.state.gov

Office of Inspector General
U.S. Department of State
P.O. Box 9778
Arlington, VA 22219

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