



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

Office of Inspections

**Inspection of
the U.S. Mission to the Organization for
Economic Cooperation and Development,
Paris, France**

Report Number ISP-I-12-27, May 2012

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Office of Inspector General

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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Office of Inspector General

PREFACE

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

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

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

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

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

Harold W. Geisel
Deputy Inspector General

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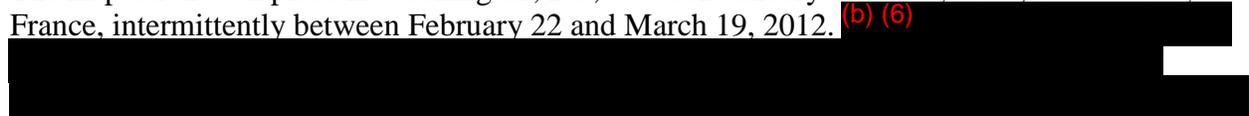
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Key Judgments

- The U.S. Mission to the Organization for Economic Cooperation and Development (OECD) has advanced U.S. strategic goals by securing OECD attention to a new vision statement for the organization's future, a more coherent approach to development, Internet policymaking principles, Israel's entry to the OECD, enhanced engagement with Middle East and North Africa nations on governance, a gender initiative, and Russia's accession to the antibribery convention.
- The Ambassador's level of personal engagement on substantive and procedural issues has furthered U.S. policy goals and enhanced the U.S. profile at the OECD and among member state delegations.
- The Ambassador has taken welcome steps to refocus her attention on a productive workplace and morale building.
- Interagency delays and lack of coordination in clearing or commenting on OECD documents are impeding the advancement of U.S. priorities.
- The mission faces a growing workload resulting from expanded OECD membership, new OECD initiatives, and reduced U.S. agency representation in the mission. The mission could meet some of this demand by using existing resources to expand its capacity.
- The mission initiated the idea of virtual OECD meetings but needs to explore options for increased participation by U.S. agencies.
- The language designation for three positions in the economic section could be eliminated without reduced mission effectiveness, realizing an estimated \$168,000 in funds put to better use.
- Mission staff members have not been reviewing classified reporting relevant to their areas of responsibility, and therefore mission reporting on occasion fails to reflect important knowledge from other sources.

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 January 3 and 31, 2012, and in Paris, France, intermittently between February 22 and March 19, 2012. (b) (6)



Context

Considered the world's premier multilateral economic organization, the OECD grew out of the Marshall Plan for post-World War II European economic reconstruction. The United States was one of OECD's founding members in 1961, and the organization today includes virtually all the world's developed democracies. A majority of its 34 member states are European. The OECD's goals are to foster effective open markets, secure and stable energy supplies, good governance, and sustainable market-based economic growth policies.

U.S. assessed contributions to the OECD Part I (main part of the budget) for FY 2012 total approximately \$53 million. The organization's 2008 budget reform provides for a phased reduction in U.S. assessed contributions to 18 percent of the total assessed budget by 2018. However, the U.S. share of the budgets of the OECD's affiliated agencies (Part II organizations)—the International Energy Agency (IEA), the Nuclear Energy Agency (NEA), and others—remains higher at 24.97 percent. Not all OECD members belong to the IEA and NEA, which have distinct funding streams. Some member states have opposed budgetary reform in such Part II OECD organizations.

At least 20 U.S. departments or agencies participate in the work of the OECD's approximately 200 committees and working parties, which engage in research and report on policy issues such as competition, macroeconomic forecasting, taxation, investment, development, education, employment, labor and trade, and statistics.

In recent years, the OECD has expanded its work on a development strategy, antibribery, Internet principles, women's economic empowerment, transparency in governance, and science-based data on climate change. However, as the work of the OECD has expanded, the U.S. Mission has grown smaller. In 2005, seven Federal agencies were represented; today the number is four.¹ The total number of staff, both U.S. direct hire and locally employed, has declined from 35 to 25. Excluding the Ambassador and deputy chief of mission (DCM), each mission employee is responsible for oversight of some 20 OECD subentities. Washington-based experts normally attend more technical sessions, and the mission hosted approximately 1,900 such official visitors in 2011.

In the past decade, the OECD's relevance as the preeminent international economic body has been challenged by the rise of major developing states, such as Brazil, India, Indonesia, China, and South Africa, which constitute an increasingly large part of the global economy. Russia has been invited to apply for OECD membership and is aiming to meet OECD standards by 2013. With strong U.S. support, the OECD has led a program of "enhanced engagement" with Brazil, China, India, Indonesia, and South Africa. There are 70 nonmember states at the OECD that participate in discussions; share data and best practices; contribute to various outreach efforts; join committees and sub-bodies; and, in some cases, adhere to OECD standards.

The United States strives to balance U.S. interest in leveraging the OECD to respond to new challenges, such as the Arab Spring, green growth, and innovation strategies, while also

¹ The Department of State, U.S. Agency for International Development, Department of Energy, and Department of Agriculture.

protecting important core OECD activities and preventing budgetary increases. Currently, member states are holding the OECD to zero real growth. A complicating factor for the U.S. Mission is that assessed contributions are funded through the Department of State's (Department) Bureau of International Organization Affairs budget, whereas much of the work in the OECD is performed by other U.S. Government agencies that have no stake in controlling OECD costs.

Executive Direction

In May 2011, the United States chaired the 50th anniversary OECD Ministerial Council Meeting. In preparing for the meeting and the Secretary's participation, the U.S. Mission sought to build consensus around a concise vision statement that reoriented the organization and highlighted U.S. priorities. The Ambassador knows the OECD and her fellow ambassadors very well, and, according to several of her ambassadorial colleagues, she "glued the membership together" through her work on the vision statement. She ably led efforts to coordinate the U.S. Government's role in the anniversary events while dedicating significant time and energy to all three components of the ministerial meeting.

According to several senior OECD officials, in the past the U.S. Government has not always been clear about what it expects of the OECD. They also suggested that the United States has lost opportunities at the OECD because not all U.S. ambassadors have possessed the substantive knowledge or diplomatic skills needed to articulate and advance the U.S. agenda. This dynamic, in turn, limited OECD's overall effectiveness. Senior OECD officials and heads of member state delegations interviewed agreed that the current Ambassador and her team have outlined very clear U.S. priorities, including Internet principles, women's economic empowerment, green growth, and new strategies on economic development and innovation. They have succeeded in raising the profile of those issues within the OECD. The results of this renewed focus are evident: the OECD recommended Internet policymaking principles at its December 2011 council meeting, committed to making its data openly available by 2015, and launched a gender initiative in May 2011.

The Ambassador works effectively with her counterparts to build support for U.S. priorities on a broad range of issues that come before the OECD council. She uses a regular series of lunches and dinners with ambassadors from four target groups—the G8 OECD members, the Asia-Pacific Economic Cooperation members, women heads of delegation, and heads of reform-minded delegations—to brainstorm, share information, and facilitate cooperative decisionmaking. These events are important to the OECD ambassadors involved in them and have, as a result, enhanced U.S. leadership.

The DCM assumed her responsibilities only 6 months before the OIG inspection. She devoted her initial months to several much-needed management initiatives within the mission but is now engaging more frequently on policy and relationship building that parallels the Ambassador's work within OECD. Her extensive experience in the multilateral context should aid the mission in extending the range of contacts and the quality of interactions with OECD leadership at the deputy secretary general level, allowing the Ambassador to focus her efforts on top leadership and the most complex policy issues. Because the DCM is likely to serve as chargé d'affaires before the end of her tour of duty, the OIG team encouraged both the Ambassador and DCM to expand the latter's policy responsibilities as broadly as possible.

The Ambassador and DCM are cognizant of their responsibilities for entry-level officer development, but the entry-level officer mentoring program for all three Paris missions is coordinated by the tri-mission management (TMM) section and is discussed in the Embassy Paris inspection report, *Inspection of Embassy Paris, France, and Constituent Posts* (May 2012).

The economic section at the U.S. Mission to the OECD has three entry-level officers. All have substantive portfolios that are not dissimilar to those of their mid-level colleagues; consequently, they have the same level of access to the Ambassador and input on policy as that of more senior officers. In addition, the economic section chief conducts regular mentoring sessions for them. The OIG team attended a representational event at the Ambassador's residence that pulled together senior American OECD staff. An entry-level officer planned the event from invitations to talking points. This type of entry-level opportunity is commendable.

The mission has excellent communication channels to the OECD and among the member state delegations. Within the Department, the Ambassador is in regular and productive contact with the Under Secretary for Economic Growth, Energy, and the Environment and his staff, but the mission's communications with the Bureau of Economic and Business Affairs (EB) and other U.S. Government agencies have not always been as fluid and mutually beneficial. Some regular conference calls between the mission and EB had lapsed over time. On occasion, management has admonished staff for sharing information with Washington colleagues prematurely or on issues that the Ambassador wanted to frame personally. Although the situation has improved, staff members still have some concern over their authority to convey information on certain topics via email to their Washington interlocutors. Because the mission's economic section officers coordinate the work of many OECD directorates and committees with more than 20 U.S. Government agencies, it is vital to have open lines of communication with working-level contacts. The OIG team counseled mission leadership regarding the need to empower staff in this area.

The mission recently has reinstated several lapsed communication channels to EB. The advantages of this renewed partnership are obvious. Shared minutes from conference calls both help disseminate information and create records upon which to base future discussions. The mission and EB, however, have simultaneously reinstated so many communication vehicles that several calls can occur on the same day. The mission has already taken steps to rationalize scheduling in order to make the calls and digital video conferences maximally useful.

The OECD produces many policy documents that require member state clearance. Some delegations have significant interagency representation and can approve or comment on OECD documents relatively quickly. Few delegations, including that of the United States, have the capacity to read and summarize documents that might be more than 100 pages; those delegations have to wait for their capitals to review and approve documents. The United States, however, is unfailingly the last country to provide interagency clearance, often delaying program or policy implementation by months and frustrating the OECD Secretariat and other delegations. When EB needs to focus the interagency process in the lead-up to a time-specific, high-level event, like the 2011 50th anniversary ministerial meeting, it is able to do so effectively. On more routine, but important, issues, EB has not had similar success with the interagency process. One document apparently took nearly 6 months to clear interagency hurdles. In another case, at least eight U.S. Government agencies individually responded to a draft of the OECD's development strategy, and their responses arrived at the U.S. Mission without EB's review or synthesis. Some agency input conflicted with that of others, causing confusion and additional delay while the mission sought consensus. This problem may stem from the fact that no regular meetings involve interagency participation at a sufficiently high level to make clearance decisions quickly.

Recommendation 1: The Bureau of Economic and Business Affairs should establish and convene an interagency body, as needed, with an appropriate level of participation to make expeditious interagency clearance decisions on the Organization for Economic Cooperation and Development's policy documents and provide the U.S. Mission with a unified position. (Action: EB)

Midway through the Ambassador's tenure, the mission experienced an 8-month gap in the economic section chief position. During that hiatus, the Ambassador herself assumed the economic section chief's role, assigning tasks and responding to day-to-day inquiries from the seven economic officers. She also took over many of the working-level contacts in the OECD that would normally have been handled by the economic section chief. This important staffing gap—when combined with an unusually heavy workload; the lack of protocols governing briefing materials, clearance procedures, and internal communications; a change of DCMs; and faltering communications with important EB offices—resulted in stresses and occasional interpersonal tensions that affected mission morale. In addition to the reinstatement of communication channels mentioned earlier, the executive office instituted procedures that have improved information flow. The Ambassador recently took several other important steps to reverse declining morale. She has initiated one-on-one meetings with every staff member and visits to the economic section, and she now reviews and comments on contributions to her briefing book nightly, providing timely feedback to staff. Staff is uniformly appreciative of the new atmosphere, and the Ambassador and DCM are committed to maintaining the new protocols and can see improved productivity. The OIG team encouraged mission leadership to conduct periodic 360-degree reviews of workflow and morale to ensure continued success.

Because of its size, the U.S. Mission to the OECD does not, nor should it necessarily have, an Equal Employment Opportunity (EEO) counselor on its staff. Some employees, however, do not know who in the bilateral embassy to contact when EEO questions arise. The Embassy Paris inspection report addresses EEO coverage of the multilateral missions.

The regional security program is also run out of the bilateral mission. The classified annex to the Embassy Paris inspection report addresses security issues related to the U.S. Mission to the OECD. The Ambassador and the DCM provide the regional security program their full support.

Policy and Program Implementation

Economic Section

Overview

As the largest part of the mission, the economic section contributed significantly to the mission's several policy achievements in 2011. The OECD has expanded its activities since the 2005 OIG inspection. With strong U.S. support, the OECD launched a 2007 initiative to enhance engagement with Brazil, China, India, Indonesia, and South Africa pending their decision on seeking future membership. In the past year, the OECD also launched broad-ranging initiatives on gender, the Middle East and North Africa, and open access to OECD data, as well as an important strategy to engage developing countries on governance issues. These initiatives cut across different areas of the OECD's directorates and committees, substantially raising the organization's profile while adding to the economic section's workload. Following the summer 2011 staff turnover, the economic section struggled to establish a productive working relationship with the mission's executive office. The staff, however, noted that the situation has improved noticeably and with it section morale.

Staffing

Economic section staffing has not changed since 2005. The section, however, has had to absorb some of the workload of several U.S. Government agencies that ended their permanent mission presence in recent years, notably Treasury, the Department of Health and Human Services, the Department of Commerce, and the Environmental Protection Agency. The section handles the equities of at least 20 U.S. Government agencies with a direct interest in the OECD, but the section's eight Foreign Service officers do not have the technical expertise or years of experience that these former agency representatives could bring to the table. There are some steps, however, that the mission can take to expand its capacity using existing resources.

The ratio of office management support staff to economic officers in the section is also higher than needed, with four support staff for eight officers. The section is not taking full advantage of the professional potential of its locally employed staff. One locally employed staff member could, in fact, take on some policy work without sacrificing an acceptable level of office management support within the section. Such an adjustment would allow the section to expand its monitoring of and engagement in OECD activities.

Recommendation 2: The U.S. Mission to the Organization for Economic Cooperation and Development should rewrite the position description of at least one locally employed staff member in the economic section to include professional responsibilities for one or more substantive portfolios. (Action: U.S. Mission to the OECD)

The mission is already planning to make other internal adjustments that would add a substantive portfolio to the existing secretary of delegation position that currently supports the Ambassador and DCM with OECD document tracking and processing. That change will permit the secretary of delegation to work more closely with the economic section, which will, in turn,

relieve pressure on some of the economic officers who handle oversized portfolios. The OIG team concurs with this strategy.

The Department of Agriculture's Animal and Plant Health Inspection Service has had a senior employee assigned to the mission since 2001, but the incumbent actually works at the World Organization of Animal Health. Over the years, this employee lost contact with mission leadership, which did not even realize that he was included under chief of mission authority. At the time of the inspection, the mission and the employee reestablished contact and appropriate lines of authority. The mission plans to take advantage of the employee's expertise to supplement and enhance coverage of OECD agriculture issues.

Reporting

Mission reporting has a broad and diverse Washington readership. In the 6 months prior to the inspection, the volume of mission reporting fluctuated significantly, reflecting staffing gaps, employee turnover, and paper flow bottlenecks. The economic section produces the majority of the mission's reporting, which is aligned with Washington's priorities and of high quality. The mission regularly provides commentary that adds value and context for Washington consumers. The section, however, often reported on events weeks after they occurred, which reduced the information's usefulness. The mission has recently made adjustments in its report clearance process that align it more closely with Foreign Service norms. The early results show improved timeliness and increased reporting.

The economic section uses email extensively to provide key Washington officials timely information. However, email dissemination is more limited than that of cable traffic; email, although useful, is not an appropriate substitute for front channel reporting. The economic section's weekly newsletter provides useful information to Washington consumers on meetings, exchanges with other missions, and upcoming events.

The section rarely uses the State Messaging and Archive Retrieval Toolset to send record email. Not even the mission's unclassified weekly newsletter is sent by record email. Mission staff uses nonrecord email to convey information to Washington that *Foreign Affairs Manual* regulation 5 FAM 443.2 requires be preserved. These include historical records relating, inter alia, to the schedules for visitors; ongoing steps taken in the implementation of programs; and the exchange of views on policy-related matters. Mission employees are unaware of when or how to use record email, as very few have received training on its use.

Recommendation 3: The U.S. Mission to the Organization for Economic Cooperation and Development should implement a training program for its employees on the use of the Department of State's record email system. (Action: U.S. Mission to the OECD)

The economic section has not retired hard-copy files dating back to the 1990s. Neither has it purged or archived its electronic files for several years. With the recent filling of a vacant office management assistant position, the section is taking steps to comply with Department requirements for the retirement of files.

The majority of the OECD's work involves unclassified information. (b) (5)



Recommendation 4: (b) (5)



Budget and Structural Reform

The U.S. Mission is responsible for monitoring the OECD's budget, proposing potential economies, and striving for institutional reform. The OECD budget is complex. U.S. contributions come from multiple agencies and from several parts of the Department. They are based on a mix of assessed and voluntary contributions, the former at different rates depending on whether funds are designated for Part I or Part II programs. For FY 2012, the U.S. share of assessed contributions to the OECD (Part I) is approximately \$53 million. For the same period, U.S. contributions to the NEA and IEA (Part II organizations) total approximately \$3.4 million and \$7.0 million, respectively.² Since 2008, the NEA and IEA budgets, again with strong U.S. support, have been capped at zero nominal growth. At the same time, the budget of the OECD itself has enjoyed zero real growth due to successful 2008 budget reform initiatives. The aim of the United States and other like-minded member states supporting budget reform is to leverage Part II budget reform because the United States pays a higher percentage of overall assessed contributions to Part II organizations even though the totals are smaller than Part I contributions.

U.S. Mission leadership has been attempting to advance Part II budget reform for the past few years in an effort to replicate earlier successes on Part I reform, but Part II reform has proved more difficult. There is an inherent conflict between member states and sometimes even among U.S. Government agencies that want one or more parts of the OECD to invest more money on a particular program when other member states and U.S. Government agencies are more focused on budget reform. In response to the March 2011 Fukushima nuclear disaster, the United States supported establishment of an exceptional fund that allowed NEA to respond. With a few exceptions, senior Department officials have not engaged other OECD members in Paris, Washington, or OECD member capitals on the issue of NEA and IEA budget reform. Meanwhile, U.S. assessed contributions continue to comprise 24.97 percent of the budgets for both institutions.

² The United States also pays assessed contributions to several other Part II organizations within the OECD and contributes to the pension and reserve fund.

American Employment in the Organization for Economic Cooperation and Development

U.S. citizens make up a little more than 11 percent of OECD's staff, below the 13 percent level that the Department has set as a norm and well below the level of assessed contributions that many countries use as a benchmark for national employment. An entry-level economic section officer has responsibility for tracking and supporting U.S. citizen employment applications. The officer relies on applicants' informing either the mission or the Department of their applications. To avoid favoritism, U.S. practice is to support a specific applicant only when he or she is the sole American citizen candidate. The mission, however, often finds itself unable to support an American applicant because the OECD does not keep member missions informed about pending employment applications.

Recommendation 5: The U.S. Mission to the Organization for Economic Cooperation and Development should, at a senior level, both seek a commitment from and a protocol with the Organization for Economic Cooperation and Development to inform the mission when American citizens apply for employment. (Action: U.S. Mission to the OECD)

Development Cooperation

Traditionally, the mission's U.S. Agency for International Development (USAID) representative has been a senior Foreign Service officer. The previous incumbent retired in December 2011, and USAID expects to assign an FS-01 officer to the position in the summer of 2012. Meanwhile, a senior Washington-based USAID official travels to Paris for approximately 2 weeks each month to represent USAID on the OECD's development assistance committee and to help formulate a new OECD development strategy with an emphasis on policy coherence. Even with an impending several-month gap in its officer position, USAID may not renew the professional assistant position, which in recent months has been the mission's principal liaison on development issues. The mission and USAID understand that downsizing and downgrading the mission's USAID presence will require closer coordination on activities related to development.

Visitors

The section supports visits from a large number of official delegates, many of whom are in direct email communication with their counterparts on OECD committees and with the OECD Secretariat when they are not in Paris. Washington officials in several U.S. agencies gave the mission high marks for visitor support and for its coverage of OECD activities when budget limitations preclude U.S. officials from traveling to represent their agencies at OECD meetings. The economic section is not always able to represent other agencies in OECD, however, due to competing priorities and lack of technical expertise.

At the mission's suggestion, the OECD's education committee has recently begun to hold virtual meetings among representatives in capitals, using digital video conferencing. This practice has not extended beyond the OECD's education committee, although the potential travel cost savings for non-European member states is significant. The mission has suggested expanding virtual meetings, but the OECD Secretariat has indicated that the technology would be costly. Such virtual meetings, if implemented more widely, would help reduce the mission's

workload, reduce travel costs for several U.S. agencies, and facilitate U.S. engagement in the OECD's work. The mission is unaware of how many U.S. Government agencies would be interested in using digital video conferencing for OECD committee work so that it could encourage the OECD to expand its capacity accordingly.

Recommendation 6: The Bureau of Economic and Business Affairs, in coordination with the U.S. Mission to the Organization for Economic Cooperation and Development, should develop guidance on the use of digital video capabilities by U.S. Government agencies for participating in virtual Organization for Economic Cooperation and Development meetings. (Action: EB, in coordination with the U.S. Mission to the OECD)

Language-Designated Positions

Three entry-level positions in the economic section are language designated. The duties and responsibilities of these positions are similar to those of the other generalist positions in the section, which are not language designated. The incumbents in the three language-designated positions,³ their supervisor, and the DCM all agree that professional competency in French is not essential to their OECD work. The OECD provides interpretative services for all its meetings, and virtually all personnel from other OECD missions and the Secretariat speak English. Removing the language designation on those three positions would save on average of 30 weeks of training for each individual at an estimated cost of \$65,000, for a total cost savings of \$195,000, and also allow the staff to start assignments earlier and reduce staffing gaps.

Recommendation 7: The U.S. Mission to the Organization for Economic Cooperation and Development should request that the Department of State eliminate the language designation of positions 14001006, 201456002, and 2014504 in the economic section. (Action: U.S. Mission to the OECD)

Public Diplomacy

The U.S. Mission conducts outreach and information activities both within the OECD and to audiences in the United States and other countries. Although it can boast some successes in advancing its media goals and has been able to meet the core requirements of a public affairs program, the mission has not been able to make fully effective use of the relatively limited resources at its disposal. A sole locally employed staff member handles public affairs. The mission does not receive public diplomacy funding and does not have a Foreign Service officer with public diplomacy responsibilities on its staff.

The 2005 OIG report stated that the U.S. Mission to the OECD had “not organized itself to make the best use of the existing information assistant position to develop and implement an outreach and information plan.”⁴ The current public affairs specialist has been in place since 2009, but the problem identified in 2005 appears to have been replicated 7 years later. Over the past 3 years, this individual has been supervised by the former DCM, the former economic

³ Positions 14001006, 201456002, and 2014504.

⁴ Report No. ISP-I-05-09, February 2005.

counselor, the Ambassador, and now, since the arrival of the current DCM, once again by the DCM.

Over this period, the public affairs specialist's job requirements have changed. Just prior to the arrival of the OIG team, the mission reviewed and updated the position description. At the same time, the mission completed an overdue performance evaluation. Both these steps were needed to address issues of supervision; however, all of these supervisors, especially the Ambassador and DCM, are far too busy with other jobs to provide day-to-day supervision and mentoring for this staff member. The mission does, however, have a number of mid-level officers who currently do not have supervisory responsibility. Having one of these officers, especially a public diplomacy-coned officer or someone who has done a public diplomacy rotation, directly supervise the public affairs specialist will move supervision down to an appropriate level, ensure closer communication with the economic section, and relieve the DCM of an unreasonable supervisory burden.

Informal Recommendation 1: The U.S. Mission to the Organization for Economic Cooperation and Development should reassign supervision of the locally employed public affairs specialist from the deputy chief of mission to a mid-level officer who has completed the appropriate information officer tradecraft course.

The public affairs specialist has previous journalism and public relations experience but no prior government public affairs experience. Although the mission has made several laudable ad hoc attempts to provide adequate training, there has been no comprehensive training plan to enable the employee to master the required skills. The bilateral mission's well-staffed and experienced public affairs section could assist in training; however, a more structured approach may still be required. The mission wants to send the employee to the appropriate tradecraft course at the Foreign Service Institute but has no funds to do so. Although training can be expensive, having an employee whose lack of training prevents her from carrying out her job requirements is also costly. The question for the mission is one of cost versus benefit.

Recommendation 8: The U.S. Mission to the Organization for Economic Cooperation and Development should develop and fund a comprehensive training program for the public affairs specialist. (Action: U.S. Mission to the OECD)

The mission would like to carry out a full range of public affairs activities, including preparing a daily media summary for internal use; maintaining a Web site, one or two Twitter accounts, and a blog; conducting day-to-day media relations with journalists; working on media outreach and op-eds; handling senior visitors; and coordinating mission speakers. With adequate training and sustained supervision, the current public affairs specialist may be able to manage some of these activities, but the mission may be trying to replicate a smorgasbord of activities that is better suited to a much larger mission. The mission may not be thinking strategically nor matching goals with resources and may have to eliminate tasks that are less essential or duplicative. For example, the public affairs specialist currently prepares a daily press summary. The OECD public affairs section prepares a similar, although less targeted, product for use by member states. Although the timeliness and focus of the in-house product make it desirable, the mission's summary may duplicate much of the OECD's product. Similarly, the mission's goal of engaging its publics through social media is praiseworthy, but ensuring that these social media

sites are lively, timely, accurate, and engaging requires scarce staff time. Although there may be good reasons for supporting Twitter accounts, a Web site, and a blog, it is not clear that there is an overall strategy for using specific social media to engage particular audiences, ensuring timely clearance on messages, avoiding duplication, and weighing cost versus benefit.

Recommendation 9: The U.S. Mission to the Organization for Economic Cooperation and Development should implement a coordinated public affairs strategy that addresses social media, target audiences, clearances, and cost-benefit analyses. (Action: U.S. Mission to the OECD)

Informal Recommendation 2: The U.S. Mission to the Organization for Economic Cooperation and Development should incorporate the revised list of duties into the public affairs specialist's position description.

Resource Management

Agency	U.S. Direct-Hire Staff	U.S. Local-Hire Staff	Foreign National Staff	Total Staff	Total Funding FY 2011
Department of State					
Diplomatic and Consular Programs	15	3	1	19	\$2,137,800
Representation					\$25,800
Department of Agriculture					
Animal and Plant Health Inspection Service ⁵	1			1	
Agency for International Development	1		2	3	
Department of Energy	1	1		2	
Totals	18	4	3	25	\$2,163,600

Note: U.S. direct-hire salaries are not included in the diplomatic and consular programs funding total.

Management Overview

The U.S. Mission to the OECD subscribes fully to International Cooperative Administrative Support Services as its administrative support platform. The Embassy Paris TMM section provides administrative services for the multilateral mission as well. The embassy's deputy management counselor is the senior management officer with responsibility for the U.S. Mission to the OECD. Missionwide administrative support issues are covered in the Embassy Paris inspection report.

Real Property

In 2004, and as part of a master plan to improve the security of U.S. Government offices in Paris, the U.S. Mission to the OECD was relocated from the chancery to the short-term leased Raphael building, which it shares with the U.S. Mission to UNESCO and the Department of Homeland Security's U.S. Immigration and Customs Enforcement. The mission's space is adequate and attractive, and TMM maintains the building well. Lease and operating costs are shared by the various tenants based on space occupied. Unfortunately, the mission's staff is spread over two floors, the first and the fourth, presenting challenges for internal communications and team building.

The Ambassador resides in an attractive U.S. Government-owned residence with adequate space for her representational needs. The DCM's residence was a gift to the U.S.

⁵ The Animal and Plant Health Inspection Service employee is accredited to a different international organization but is included in the U.S. Mission to the OECD's staffing pattern and falls under that chief of mission's authority.

Government along with its valuable contents. The embassy's general services and interior design offices keep both residences in excellent condition. All other mission officers and specialists are housed adequately in unfurnished short-term leased apartments or furnished apartments on one of two government-owned compounds.

Human Resources

Official Residence Expenses

Four official residence employees work at the Ambassador's residence, and two work for the DCM. The mission recognizes that five staff members between the two residences is adequate and is planning to reduce the Ambassador's residence staff number to three by attrition. The inspectors encouraged this reduction as appropriate rightsizing.

Quality of Life

Because quality-of-life issues affect staff equally at all three Paris missions, the Embassy Paris inspection report includes a discussion of those issues and should be read in conjunction with this report.

Information Technology and Information Security

The Embassy Paris information management section is responsible for information technology and information security issues at all three Paris missions. Thus all recommendations on information technology and information security issues are included in the Embassy Paris inspection report, which should be read in conjunction with this report.

Management Controls

Generally, the OIG team found weaknesses in the areas of voucher certification and travel authorization across all three missions in Paris. TMM is addressing these concerns. Inspection team comments and recommendations in this area are included in the Resource Management section of the Embassy Paris inspection report.

List of Recommendations

Recommendation 1: The Bureau of Economic and Business Affairs should establish and convene an interagency body, as needed, with an appropriate level of participation to make expeditious interagency clearance decisions on the Organization for Economic Cooperation and Development's policy documents and provide the U.S. Mission with a unified position. (Action: EB)

Recommendation 2: The U.S. Mission to the Organization for Economic Cooperation and Development should rewrite the position description of at least one locally employed staff member in the economic section to include professional responsibilities for one or more substantive portfolios. (Action: U.S. Mission to the OECD)

Recommendation 3: The U.S. Mission to the Organization for Economic Cooperation and Development should implement a training program for its employees on the use of the Department of State's record email system. (Action: U.S. Mission to the OECD)

Recommendation 4: (b) (5)

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Recommendation 5: The U.S. Mission to the Organization for Economic Cooperation and Development should, at a senior level, both seek a commitment from and a protocol with the Organization for Economic Cooperation and Development to inform the mission when American citizens apply for employment. (Action: U.S. Mission to the OECD)

Recommendation 6: The Bureau of Economic and Business Affairs, in coordination with the U.S. Mission to the Organization for Economic Cooperation and Development, should develop guidance on the use of digital video capabilities by U.S. Government agencies for participating in virtual Organization for Economic Cooperation and Development meetings. (Action: EB, in coordination with the U.S. Mission to the OECD)

Recommendation 7: The U.S. Mission to the Organization for Economic Cooperation and Development should request that the Department of State eliminate the language designation of positions 14001006, 201456002, and 2014504 in the economic section. (Action: U.S. Mission to the OECD)

Recommendation 8: The U.S. Mission to the Organization for Economic Cooperation and Development should develop and fund a comprehensive training program for the public affairs specialist. (Action: U.S. Mission to the OECD)

Recommendation 9: The U.S. Mission to the Organization for Economic Cooperation and Development should implement a coordinated public affairs strategy that addresses social media, target audiences, clearances, and cost-benefit analyses. (Action: U.S. Mission to the OECD)

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: The U.S. Mission to the Organization for Economic Cooperation and Development should reassign supervision of the locally employed public affairs specialist from the deputy chief of mission to a mid-level officer who has completed the appropriate information officer tradecraft course.

Informal Recommendation 2: The U.S. Mission to the Organization for Economic Cooperation and Development should incorporate the revised list of duties into the public affairs specialist's position description.

Principal Officials

	Name	Arrival Date
Ambassador	Karen Kornbluh	8/09
Deputy Chief of Mission	Jeri Guthrie-Corn	8/11
Economic Section Chief	Michael Koplovsky	8/11

Abbreviations

DCM	Deputy chief of mission
Department	U.S. Department of State
EB	Bureau of Economic and Business Affairs
EEO	Equal Employment Opportunity
FAM	<i>Foreign Affairs Manual</i>
IEA	International Energy Agency
NEA	Nuclear Energy Agency
OECD	Organization for Economic Cooperation and Development
OIG	Office of Inspector General
TMM	Tri-mission management
USAID	U.S. Agency for International Development

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