



United States Department of State  
and the Broadcasting Board of Governors

*Office of Inspector General*

OCT 26 2012

**MEMORANDUM**

TO: CA – Ms. Janice Jacobs

FROM: OIG – Harold W. Geisel 

SUBJECT: Review of Consular Leadership (ISP-I-13-03)

The Office of Inspector General (OIG) reviewed consular leadership, during inspections of 34 posts from May 2010 through June 2011, as a specific area of emphasis to determine whether the Department of State is developing a cadre of consular leaders who take their mentoring and training responsibilities seriously, handle performance issues effectively, foster good morale and teamwork, and integrate consular activities into overall mission objectives. OIG's review indicated that consular leadership at posts is generally good. Most managers actively lead their sections, promote mentoring and professional development, engage meaningfully with post leadership, handle performance issues appropriately, and have regular team-building activities.

OIG identified one issue that merits further consideration: deputy chief of mission (DCM) or principal officer review of nonimmigrant visa adjudications by the consular chief was uneven in the posts OIG reviewed. While most DCMs and principal officers carried out their review responsibilities as mandated by 9 FAM 41.113, PN 17, OIG is concerned that, in many cases, the reviews are done in a pro forma manner, possibly due to the limited amount of time the DCMs and principal officers have to devote to this task.

***Informal Recommendation:*** The Bureau of Consular Affairs should evaluate the adjudication review process to determine if deputy chief of mission or principal officer review of consular manager adjudications is the most effective and efficient means of oversight and should review the Foreign Affairs Manual as appropriate.

Informal recommendations cover operational matters not requiring action by organizations outside the scope of this review. Informal recommendations are not subject to the OIG compliance process. However, any subsequent OIG inspection or on-site compliance review will assess your progress in implementing informal recommendations.

~~SENSITIVE BUT UNCLASSIFIED~~

I would be happy to meet with you to discuss this matter further, or your staff may contact (b) (6) Assistant Inspector General for Inspections, by email at (b) (6) @state.gov or by telephone on 202-663-(b) (6)