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AND THE BROADCASTING BOARD OF GOVERNORS
OFFICE OF INSPECTOR GENERAL

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Office of Inspections

January 2013

Compliance Followup Review of Embassy Luxembourg, Luxembourg

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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.



United States Department of State
and the Broadcasting Board of Governors

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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Key Judgments

- The newly arrived Ambassador was effectively advancing U.S. Government goals and objectives for Embassy Luxembourg. The staff was working closely with the Government of Luxembourg on issues such as combating illicit financial transactions and seeking Luxembourg's support for key U.S. policy positions in the North Atlantic Treaty Organization (NATO), particularly Luxembourg's military presence in Afghanistan. Rightsizing efforts were under way to relocate all staff members to the chancery, estimated to save \$500,000 annually in lease costs.
- Despite efforts by the Ambassador to foster a dialogue with his staff members, some of the polarizing effects of the work environment under the previous Chief of Mission still linger at Embassy Luxembourg. There is insufficient open communication between locally employed (LE) staff and senior management. The LE staff, aware that a rightsizing plan is under consideration, correlated rightsizing with downsizing and an impending reduction in LE staff positions. The relocation of embassy staff from the annex (which is about one-third empty) to the chancery has convinced some LE staff that a reduction in force is imminent. Senior management has not yet briefed the LE staff on its plans for rightsizing the embassy.
- Embassy Luxembourg has complied with all but 1 of the 30 formal and 1 of the 26 informal recommendations issued in the 2011 inspection report. The remaining formal recommendation relating to the bulk purchase of wine and liquor and the recommendation relating to grants management training have been revised and reissued in this report.
- The 14 formal recommendations and 10 informal recommendations issued in the classified annex to the 2011 inspection report were complied with and were closed prior to the compliance followup review (CFR).

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 the Office of Inspector General (OIG) team did not identify problems that need to be corrected.

The CFR took place in Washington, DC, between September 5 and 24, 2012, and in Luxembourg, Luxembourg, between September 26 and October 5, 2012. (b) (6)

Background

Despite its small size, the Grand Duchy of Luxembourg plays an influential role within the European Union and NATO. The embassy works closely with Government of Luxembourg counterparts on issues such as combating illicit financial transactions, supporting the many major U.S. corporations with European headquarters in Luxembourg, and seeking Luxembourg's support for key U.S. policy positions in NATO, in particular, the Luxembourg military presence on the ground in Afghanistan.

The new Ambassador has led his staff through the process of compliance with the recommendations in the 2011 OIG inspection report. Recognizing his role to improve communication and morale throughout the embassy, he has opened the official residence to the staff for community events and is hosting town hall meetings for all embassy staff. He attends community and recreation functions such as the monthly event hosted by the Marine security guard detachment. He knows virtually all embassy staff members by name and publicly acknowledges superior performance. In short, he has taken the steps needed to allow Embassy Luxembourg to heal its morale problems and refocus staff members on the work at hand.

The Ambassador came to the embassy from private business. His leadership style is marked by flexibility and willingness to empower his section chiefs. He is assisted by an experienced deputy chief of mission (DCM). Embassy staff members report that the Ambassador is open to alternative suggestions and has made clear that he wants the staff to "watch his back" by telling him when he asks for anything not allowable in the U.S. Government. He has developed high-level contacts in Luxembourg and uses them well to advance U.S. Government goals and objectives for Luxembourg. While not fluent in French, the Ambassador has taken language classes to improve his ability to converse in French with leading Luxembourgers.

He has also started a process to rightsize the U.S. Government's presence on the ground in Luxembourg—one of the more expensive cities in Europe. His goal is to relocate all embassy staff members into the chancery; eight are currently housed in the annex. Relocating the staff would improve communication, strengthen teamwork, and save approximately \$500,000 annually in lease costs for the annex. The inspectors believe he is on the right track but urged him to give the LE staff a chance to air their concerns and provide their input into the process. The rightsizing process will entail moving more employees into a small chancery already crowded with people and equipment. Under these circumstances, it is natural for staff to speculate about the possibility of reductions in force. The inspectors were encouraged by the Ambassador's announcement during the followup inspection of a formal ongoing dialogue with the LE staff. This dialogue will help improve morale and reduce unproductive time lost to uncertainty and worry about job stability.

Evaluation of Compliance

Embassy Luxembourg has complied with most of the formal and informal recommendations from the 2011 inspection. This CFR automatically closes all formal and informal recommendations from the 2011 inspection, but these may be reissued by the CFR, as appropriate.

Of the 30 formal recommendations in the 2011 report, 29 were closed before the CFR and 1 remained open (Recommendation 28). The inspectors confirmed that the last open recommendation was implemented and is now closed. Recommendation 10 regarding the inappropriate bulk purchase of wine and liquor was reopened and is revised and reissued as Informal Recommendation CFR 2. Twenty-eight of the 29 recommendations closed before the CFR remain closed. There were 26 informal recommendations issued in the inspection report, 25 are closed by this CFR and 1 (Informal Recommendation 2) relating to grants management training is revised and reissued as Recommendation CFR 2.

There were 14 formal recommendations issued in the classified annex to the 2011 inspection report. The inspectors confirmed that all recommendations were closed during the compliance phase and remain closed. The 10 informal recommendations issued in the classified annex were implemented and are therefore closed by this report.

The complete status of the formal and informal recommendations issued in the 2011 inspection report is provided in Appendix I and Appendix II of this CFR report.

Public Diplomacy

Grants Administration

The embassy has been without consistent leadership in the public affairs section since 2011 when the public affairs officer (PAO) curtailed. There was a gap of several months before the arrival of another PAO, who curtailed in June 2012 after 3 months. Subsequently, the DCM was acting PAO with the political/economic officer as grants officer, but the political/economic officer also curtailed his tour of duty in Luxembourg in summer 2012. The public affairs LE staff (consisting of two part-time employees and one full-time employee) has done an admirable job maintaining the public affairs program and supporting embassy outreach efforts. The LE staff has not received public diplomacy or grants management training. Some grants documents were left unsigned in anticipation of the arrival of a permanent PAO, but when that PAO left after 3 months, the grants were still unsigned. The political/economic officer departed post leaving another grant document unsigned. A new PAO arrived in September 2012. She has begun working with the Office of the Procurement Executive to follow the correct procedures to execute the unsigned grants agreements.

Recommendation CFR 1: Embassy Luxembourg, in coordination with the Bureau of Administration, should execute all outstanding grants agreements and include full documentation of each case in each individual grants file. (Action: Embassy Luxembourg, in coordination with A)

Informal Recommendation 2 in the 2011 inspection report recommended that Embassy Luxembourg request the visit of an experienced LE staff member from a neighboring post to train the public affairs staff in grants management and organize the grants files. In 2011, a LE staff member from The Hague visited, but only trained the PAO, not the LE staff. The informal recommendation has been revised and reissued as a formal recommendation. The PAO and her LE staff have already begun selecting relevant online courses.

Recommendation CFR 2: Embassy Luxembourg should provide grants management training to the locally employed staff in the public affairs section. (Action: Embassy Luxembourg)

Management

Representational Voucher

The inspectors reviewed representational vouchers processed by Embassy Luxembourg in the year that the new Ambassador has been at the embassy. The majority have been properly documented and justified with one exception involving an unusual request for reimbursement of approximately \$500 for ceremonial attire for the general services officer to participate in the Ambassador's presentation of credentials ceremony. While Department of State Standardized Regulations section 320 g. allows for the use of representational funds to reimburse an officer for the costs of rental, or in certain cases, the purchase of attire required when accompanying the Ambassador in presenting his credentials to the head of state, such reimbursement would generally be restricted to those officers who were actually required to participate in a ceremonial event. The embassy failed to document the reason this officer was required to attend the ceremony. In its response to the draft report, the Bureau of the Comptroller and Global Financial Services (CGFS) concurred with OIG's finding that the officer should not have been reimbursed for the formal wear and stated that Embassy Luxembourg "should create an appropriate accounts receivable until any owed funds are received."

Informal CFR Recommendation 1: Embassy Luxembourg should create an accounts receivable and collect the repayment of voucher number 2522SRB0151 for the inappropriate reimbursement from representational funds for purchase of formal wear by the general services officer.

Bulk Purchase of Wine and Liquor

In the 2011 inspection report, OIG recommended (Recommendation 10) that Embassy Luxembourg submit a report of investigation to CGFS relating to a possible unauthorized bulk purchase of 40 cases of California wines and 2 cases of bourbon totaling more than \$3,400 using excess year-end funds in violation of 3 FAM 3246.3-6 b., that forbids the use of excess year-end funds to purchase wines and other items that will not be used in the current fiscal year. In March 2011, CGFS reported to OIG that it had received the report of investigation from Embassy Luxembourg and concurred with OIG's recommendation (see Recommendation 10). CGFS further noted that it had submitted the embassy report to the Committee of Inquiry Into Fiscal Irregularities. In response to the draft of this CFR report, CGFS reported to OIG that it has found "there is no reportable fiscal irregularity and that the wine does not require immediate disposal if the wine does not exceed what would be consumed in a single year." The current embassy management determined that the remaining wines are not consumable and that Luxembourgers, other visitors, and embassy staff do not drink bourbon. The remaining inventory has been stored in the chief of mission residence since its purchase. Embassy Luxembourg needs to give serious consideration on how to legally dispose of this inventory.

Informal CFR Recommendation 2: Embassy Luxembourg should coordinate with the Bureau of Administration and the Bureau of the Comptroller and Global Financial Services to properly dispose of its inventory of wine and liquor purchased with year-end FY 2010 funds, which the embassy will not use for representational or other events.

List of CFR Recommendations

Recommendation CFR 1: Embassy Luxembourg, in coordination with the Bureau of Administration, should execute all outstanding grants agreements and include full documentation of each case in each individual grants file. (Action: Embassy Luxembourg, in coordination with A)

Recommendation CFR 2: Embassy Luxembourg should provide grants management training to the locally employed staff in the public affairs section. (Action: Embassy Luxembourg)

List of Informal CFR 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 CFR Recommendation 1: Embassy Luxembourg should create an accounts receivable and collect the repayment of voucher number 2522SRB0151 for the inappropriate reimbursement from representational funds for purchase of formal wear by the general services officer.

Informal CFR Recommendation 2: Embassy Luxembourg should coordinate with the Bureau of Administration and the Bureau of the Comptroller and Global Financial Services to properly dispose of its inventory of wine and liquor purchased with year-end FY 2010 funds, which the embassy will not use for representational or other events.

Principal Officials

	Name	Arrival Date
Ambassador	Robert A. Mandell	October 2011
Deputy Chief of Mission	David R. Fetter	April 2011
Chiefs of Sections:		
Management	Kevin B. Crisp	August 2011
Consular	Carla T. Nadeau	August 2010
Political/Economic	Vacant	
Political-Military	Steve R. Nugent	April 2012
Public Affairs	Katya Thomas	September 2012
Regional Security	Mark T. Typinski	May 2011

Abbreviations

CFR	Compliance followup review
CGFS	Comptroller and Global Financial Services
DCM	Deputy chief of mission
Department	U.S. Department of State
LE	Locally employed
NATO	North Atlantic Treaty Organization
OIG	Office of Inspector General
PAO	Public affairs officer

APPENDIX I: Status of 2011 Inspection Recommendations

Recommendation 1: The Bureau of European and Eurasian Affairs should send a deputy assistant secretary-level officer to visit Embassy Luxembourg to assist the Ambassador in developing, with the country team, a revised Mission Strategic and Resource Plan that will maximize the mission's resources and focus its productivity and policy advocacy. The results of this visit should include a memorandum from the Bureau of European and Eurasian Affairs' Assistant Secretary that details specific management and policy targets that will become part of the work requirements of the Ambassador for the rating period. (Action: EUR)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 2: The Bureau of European and Eurasian Affairs, in coordination with the Bureau of Human Resources and the Foreign Service Institute, should send a team to conduct a team-building exercise at Embassy Luxembourg aimed at improving internal communication and creating greater mutual confidence and respect between the Ambassador and mission officers. (Action: EUR, in coordination with DGHR and FSI)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 3: The Bureau of European and Eurasian Affairs, in coordination with the Bureau of Overseas Buildings Operations and the Under Secretary for Management, should clarify and monitor the Luxembourg Ambassador's limited role in the repair of the official residence. (Action: EUR, in coordination with OBO and M)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 4: Embassy Luxembourg should refine and implement its strategic plan for public diplomacy, focusing on the policy objectives articulated in its Mission Strategic and Resource Plan. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 5: (b) (5)



(b) (5)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 6: Embassy Luxembourg should issue a formal policy that explains Department of State rules and regulations concerning access to employee electronic records and the circumstances under which embassy management may access these records. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 7: Embassy Luxembourg, in coordination with Regional Services Center Frankfurt, should hold a 1-day off-site for all members of the management section. (Action: Embassy Luxembourg, in coordination with RSC Frankfurt)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 8: Embassy Luxembourg should implement procedures to provide all travel information required by the Department of State whenever the Chief of Mission requests to be absent from the country. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 9: Embassy Luxembourg should post the International Cooperative Administrative Support Services Uniform Service Standards on the embassy's intranet site and develop a strategy for supervisors to work with staff to meet these standards. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 10: Embassy Luxembourg should report to the Bureau of Resource Management the fiscal irregularity regarding the advance purchase of wine and liquor, conduct a full review of the circumstances surrounding the payment, and submit a final report of

investigation to the Bureau of Resource Management that includes information on any restitution obtained. (Action: Embassy Luxembourg, in coordination with RM)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 11: Embassy Luxembourg should create and implement formal representation, travel, and training plans that reflect the prioritized needs of sections based on anticipated outcomes. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed acceptable nonimplementation of this recommendation.

Recommendation 12: Embassy Luxembourg should report to the Bureau of Resource Management the fiscal irregularity regarding travel to Switzerland to interview potential chief of mission residence staff, conduct a full review of the circumstances surrounding the payment, and submit a final report of investigation to the Bureau of Resource Management that includes information on any restitution obtained. (Action: Embassy Luxembourg, in coordination with RM)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 13: Embassy Luxembourg should report to the Bureau of Resource Management the fiscal irregularity regarding reimbursement for the Ambassador's queen-size mattress, conduct a full review of the circumstances surrounding the reimbursement for the said item, and submit a final report of investigation to the Bureau of Resource Management that includes information on any restitution obtained. (Action: Embassy Luxembourg, in coordination with RM)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 14: The Bureau of Resource Management, in coordination with Embassy Luxembourg, should review the appropriateness of FY 2010 certifications performed by American officers and report any additional fiscal irregularities as required. (Action: RM, in coordination with Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 15: Embassy Luxembourg should contact the Bureau of Resource Management's post support unit to determine the cost and feasibility of providing remote voucher processing and initiate that function if appropriate. (Action: Embassy Luxembourg, in coordination with RM)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 16: Embassy Luxembourg should establish a budget committee to oversee the International Cooperative Administrative Support Services council budget process. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 17: Embassy Luxembourg should post on its internal Web site all information contained in the mission's welcome packet, including a management notice outlining procedures for obtaining value-added tax reimbursements and for establishing local bank accounts. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 18: Embassy Luxembourg should establish a procedure to adhere to its local compensation plan so that local employees are compensated for overtime work that has been approved in advance. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 19: The Office of the Legal Adviser, in coordination with the Bureau of Human Resources, should advise Embassy Luxembourg on whether to implement the Government of Luxembourg's decision regarding a value-added tax exemption for local employees who are not residents or citizens of Luxembourg. (Action: L, in coordination with DGHR and Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed acceptable nonimplementation of this recommendation.

Recommendation 20: Embassy Luxembourg should provide sufficient planning time for the general services staff to discuss, develop, and implement a reorganization plan for the general services unit. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 21: Embassy Luxembourg should install separate, locked areas in the supply room for expendable supplies and maintenance materials, restrict access to accountable officers, and conduct regular, unannounced spot checks of the expendable supply inventory. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 22: Embassy Luxembourg should stop the practice of using local embassy staff to escort cleared Embassy Brussels warehouse staff while they are working in the chief of mission or any other American residence. Such escort duties should be handled by official residence employees or American residents, respectively. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 23: Embassy Luxembourg should modify the schedule for the Ambassador's driver and use a second driver as needed so that driver work schedules do not exceed 10 hours per day. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 24: Embassy Luxembourg should develop and implement a preventive maintenance program for all office buildings and embassy-owned equipment at the residences. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 25: The Bureau of Overseas Buildings Operations should verify that Embassy Luxembourg's sprinkler system works properly, provide instructions on its operation, and train embassy staff to inspect, test, and maintain the system. (Action: OBO)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 26: Embassy Luxembourg should develop and implement a program so that all fire extinguishers in office spaces are checked regularly, all residences have sufficient number of fire extinguishers and smoke detectors, and employees have their residential extinguishers checked by the maintenance staff annually. (Action: Embassy Luxembourg)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 27: Embassy Luxembourg, in coordination with the Bureau of Diplomatic Security and the Bureau of Overseas Buildings Operations, should modify the existing fire door's electronic notification equipment to include an audible alarm at Post One. (Action: Embassy Luxembourg, in coordination with DS and OBO)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 28: Embassy Luxembourg, in coordination with the Bureau of Information Resource Management and the Bureau of Overseas Buildings Operations, should redesign the information systems center server room to better accommodate all of the unclassified computer equipment and install the appropriate temperature monitors, fire extinguishers, and emergency shutoff electrical switch. (Action: Embassy Luxembourg, in coordination with IRM and OBO)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

Recommendation 29: Embassy Luxembourg should modify or upgrade the existing call system to better manage telephone calls when no telephone operator is on duty. The enhanced system should enable callers to reach their party more easily or leave a message in a general voicemail box for possible followup. (Action: Embassy Luxembourg)

Pre-CFR Status: Open.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Recommendation 30: Embassy Luxembourg, in coordination with the Bureau of European and Eurasian Affairs, should provide the Equal Employment Opportunity counselor with the required training. (Action: Embassy Luxembourg, in coordination with EUR)

Pre-CFR Status: Closed.

CFR Findings: The CFR team confirmed implementation of this recommendation.

APPENDIX II: Status of 2011 Inspection Informal Recommendations

Informal Recommendation 1: Embassy Luxembourg should consider enhancing the oral media brief with a written product that can be distributed to Washington readers, taking advantage of English-language summaries that may be available.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 2: Embassy Luxembourg should request a short visit from a local employee in a nearby embassy who is experienced in grants management and can train staff and organize the files.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 3: Embassy Luxembourg should develop a written training program for new or backup consular staff that includes local standard operating procedures.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 4: Embassy Luxembourg should update its duty book and emergency action plan consular contract list and include points of contact at the airport, airlines, hotels and relevant organizations.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 5: Embassy Luxembourg should prominently display on its home page any travel alerts or warnings.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 6: Embassy Luxembourg should initiate regular management meetings, during which missionwide decisions made at country team or other venues that affect the section are passed on to the appropriate management staff.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 7: Embassy Luxembourg should write and issue standard operating procedures for the management section.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 8: Embassy Luxembourg should revise its housing handbook, lease agreements, and standard make ready procedures to bring the mission into compliance with regulations regarding the purchase and installation of television satellites and decoders.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 9: Embassy Luxembourg should request that the Bureau of Resource Management cashier monitors review the mission's cash advance to ensure that it is sufficient and walk the newly promoted management officer through proper cashier verification procedures.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 10: Embassy Luxembourg should keep minutes of the International Cooperative Administrative Support Services council meetings and post them on the embassy's SharePoint intranet page.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 11: Embassy Luxembourg should issue a missionwide notice or message outlining the awards that mission employees are eligible to receive.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 12: Embassy Luxembourg should institute procedures so that award nominations are solicited and ceremonies are held regularly.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 13: Embassy Luxembourg should issue a notice to all supervisors, including the Ambassador, that outlines the proper procedures for the request and approval of paid absences.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 14: Embassy Luxembourg should review its procurement procedures, including blanket purchase agreements and petty cash purchases, with the goal of reducing the number of purchase orders processed, and publicize the procurement requirements.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendations 15: Embassy Luxembourg should consider whether a second purchase card holder should be designated to expand the use of the card for local purchases.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 16: Embassy Luxembourg should designate in writing the contracting officer's representatives for its formal contracts.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 17: Embassy Luxembourg should provide the procurement section with read-only access to COAST, the Department's system to provide online accounting and prepare budget reports.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 18: Embassy Luxembourg should update and reissue its housing handbook.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 19: Embassy Luxembourg should investigate and, if economically feasible, begin using the expendable supply contract negotiated by the Bureau of European and Eurasian Affairs.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 20: Embassy Luxembourg should require that passengers in, and employees who self-drive, official vehicles complete the Daily Vehicle Use Record after each trip.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 21: Embassy Luxembourg should provide user guides and additional training on E2 Solutions and require that all embassy staff attend.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 22: Embassy Luxembourg should provide the maintenance staff with an approved storage container to be used for all chemicals required for staff use.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 23: Embassy Luxembourg should, as an interim measure, dedicate some of its information management resources and staff to assisting with the content management of the embassy's Internet and intranet sites.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 24: Embassy Luxembourg should address deficiencies in its Equal Employment Opportunity program by posting required information, issuing a management notice on procedures, ensuring front office involvement, and informing and training the Federal Women's Program coordinator as needed.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 25: Embassy Luxembourg should appoint and train a local employee Equal Employment Opportunity liaison.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.

Informal Recommendation 26: Embassy Luxembourg should revise its funds control policy to include ratification procedures and a clearer explanation as to the procurements that would not require advance approval from contracting and financial management staff.

CFR Findings: The CFR team confirmed implementation of this recommendation. Recommendation closed.



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