



UNITED STATES DEPARTMENT OF STATE  
AND THE BROADCASTING BOARD OF GOVERNORS  
*OFFICE OF INSPECTOR GENERAL*

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Office of Inspections

June 2013

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**Inspection of  
the Regional Support Center Frankfurt,  
Germany**

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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 the 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". 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 Bureau of European and Eurasian Affairs (EUR) created the New Post Support Unit in 1992 in Bonn, Germany, to provide administrative services to newly established European embassies; the unit has since evolved into the Regional Support Center (RSC) Frankfurt. The needs of the serviced posts have also changed, and the RSC's mandate should be reviewed in that context.
- RSC Frankfurt continues to provide administrative support visits throughout Europe with teams of up to seven people. Because these embassies are now fully staffed and trained, this service is no longer essential. If these visits were eliminated, two U.S. direct-hire and three locally employed (LE) staff positions could be eliminated, at a savings of \$1.25 million in U.S. direct-hire and LE staff salaries and an estimated \$230,000 per year in airfare and per diem costs.
- As the need for regional support has diminished, RSC Frankfurt has shifted focus to software development and testing innovative management concepts for EUR. These new activities have proved successful and should be continued.
- RSC Frankfurt trains LE staff from Europe, the Middle East, and Africa. By maximizing use of adjunct faculty, RSC Frankfurt could expand training while reducing staff by two LE staff positions.
- RSC Frankfurt classifies LE staff positions for 98 posts in Europe and the Middle East. The RSC performs this function successfully.

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 inspection took place in Washington, DC, between December 15, 2012, and February 1, 2013, and in Frankfurt, Germany, between February 5 and 22, 2013. [Redacted] (b) (6)

[Redacted] conducted the inspection.

## **Context**

This inspection focused on EUR's RSC Frankfurt, located at the 23-acre U.S. Consulate General Frankfurt complex. The consulate general's 17 buildings and more than 750,000 square feet of office space provide an effective platform for regional activities. RSC Frankfurt supports primarily European diplomatic missions but has expanded its scope of services to include position classification and training support to the Middle East and Africa as well.

EUR established a support unit in 1992 at Embassy Bonn to provide management support to newly established embassies in the former Soviet Union and Yugoslavia. When the embassy moved to Berlin in 1998, the support unit moved to Frankfurt, was renamed as RSC Frankfurt, and began providing management services throughout Europe. RSC Frankfurt continues to provide many of the services started in 1992, including administrative support visits for EUR missions. In addition, the RSC has expanded its mandate to serve as a test bed for innovative management concepts, including the Web-Based Resource Allocation and Budget Integration Tool (Web RABIT) and the Contact Management Database (CMD). Although the Department of State (Department) has embraced these activities, it has not fully integrated them into existing Department programs.

RSC Frankfurt has a staff of 9 Foreign Service personnel and 18 LE staff members. In addition, the RSC calls upon the expertise of its 32-member executive corps, composed of experienced LE staff members across Europe who provide temporary help. RSC's FY 2012 budget, excluding American salaries, was \$3 million.

## **Executive Direction**

RSC Frankfurt has expanded its original focus on embassies formed out of the former Soviet Union and Yugoslavia to all of EUR and beyond. At the same time, it has taken on new functions, such as regional LE staff position classification, software development, and modeling new management initiatives that benefit the Department as a whole.

OIG customer service questionnaires for RSC Frankfurt were uniformly favorable. Employee surveys reflected positive morale and job satisfaction. Department regional bureau executive directors gave the RSC positive ratings as well.

Although RSC Frankfurt leadership performs well, it is time for EUR and the RSC to evaluate their core functions in light of the current needs of posts and bureau priorities. For example, RSC Frankfurt's large-scale administrative support visits to other European posts are no longer required. At the same time, its training of LE staff in three geographic bureaus should be expanded. RSC Frankfurt staffing levels need to be adjusted to reflect the RSC's changing role.

RSC Frankfurt leadership is aware of the need to review its mission but will require guidance from EUR, the Office of Management Policy, Rightsizing, and Innovation (M/PRI), and other senior managers within the Department. The RSC can and should be a platform that promotes creative problem-solving in the management field for the entire Department.

## **Policy and Program Implementation**

RSC Frankfurt's training and development of innovative programs have resulted in significant cost savings to the Department. Additional savings can be generated by eliminating assistance visits to EUR posts. LE staff member position classifications also can be performed more cost effectively elsewhere. A plan to maintain institutional memory and shape an appropriate staffing configuration for the future is needed to provide greater focus.

### **Administrative Support Visits**

RSC Frankfurt's administrative support visits were developed to compensate for the lack of experienced LE staff in the embassies of the former Yugoslavia and the newly independent states of the former Soviet Union. Now that these embassies are fully established and have experienced LE staff, these visits are no longer needed. Posts are under no obligation to implement recommendations resulting from the visits, and EUR does not systematically follow up on the recommendations. No other regional bureau in the Department provides such a service from an overseas platform.

In 2012, RSC Frankfurt conducted 60 routine post assistance visits at a cost of approximately \$230,000. Discontinuing such visits would save travel costs, as well as eliminate the need for five positions: a general services officer, a financial management officer, two LE financial management specialists, and an LE human resources specialist. These positions represent \$1,247,234 that could be put to better use.

**Recommendation 1:** The Bureau of European and Eurasian Affairs should discontinue Regional Support Center Frankfurt's post assistance and review visits. (Action: EUR)

**Recommendation 2:** The Bureau of European and Eurasian Affairs, in coordination with the Bureau of Human Resources, should eliminate financial management officer position 57-50000010, human resources officer position 57-507000 020, and general services officer position 52- 010124 010. (Action: EUR, in coordination with DGHR)

**Recommendation 3:** The Bureau of European and Eurasian Affairs should eliminate two locally employed financial management analyst positions and one human resources specialist position. (Action: EUR)

### **Locally Employed Staff Position Classification**

RSC Frankfurt began regional job evaluation of local staff positions in 2006 to standardize position classifications for EUR's small and medium-sized missions. Two human resources officers and five classifiers provide these services. The program has grown to include 98 missions across 3 regional bureaus. In FY 2012, RSC Frankfurt staff processed more than 500 job classification requests.

Each embassy has the authority to evaluate its own LE staff positions up to grade 12. RSC Frankfurt performs the review of LE staff position classifications only upon request. The Bureau of Human Resources told inspectors that the quality of RSC Frankfurt's classifications is

high and that it has overturned only one RSC classification to date. Preliminary data provided by RSC Frankfurt staff indicate that the RSC upgrades significantly fewer of the positions it reviews compared to embassy personnel performing the same function in house. A recent RSC Frankfurt review of one embassy identified 40 positions that it judged were overclassified. RSC Frankfurt-developed data, if supported by information the embassies provide, indicate that centralizing the LE staff position evaluations could strengthen the evaluation system, provide more uniformity in position grades, and control costs. Data from both RSC Frankfurt and embassies will help the Bureau of Human Resources choose the best platform for performing LE position classification.

## **Management Initiatives**

### ***Software Development***

RSC Frankfurt has developed two software applications—one for budgets and the other for contacts management—which are now in use throughout the Department and overseas. Although their development was successful and at low cost, both applications would have benefited from coordination with the Bureau of Information Resource Management (IRM).

Web RABIT, a budget application developed in RSC Frankfurt and tested in EUR, is used by missions worldwide. The application is now the purview of the Bureau of Budget and Planning, which plans to integrate it into the bureau's 2014 Mission Resource Request process. Although the program has been successful, RSC Frankfurt and IRM did not coordinate effectively during its development. Security features had to be retrofitted into the program for Department use, and additional work is still needed to make the system fully compatible with existing Department accounting and budgeting systems, at additional costs. Per *5 Foreign Affairs Manual* (FAM) 619 a., security safeguards must be in place to protect the automated information system and its data. IRM has not been sufficiently involved to ensure proper coordination and adherence to Department regulations.

**Recommendation 4:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to bring its software development activities into compliance with Department of State regulations. (Action: EUR)

CMD is RSC Frankfurt's solution to a Department challenge: how best to track, organize, and access host-country contacts. More than 200 embassies and consulates, as well as the Office of Protocol, now use this application. Some users would profit from additional training. IRM indicated that CMD development benefited significantly from RSC Frankfurt's collaboration with EUR embassies and that the software is more responsive to clients' needs and less expensive than if it had been developed in Washington. CMD has also proved more cost effective than commercial applications. Its startup cost for 10 users is approximately \$1,600, with annual costs of about \$400. Startup costs for a commercial application for an equal number of users is \$17,000, with annual costs of about \$11,000. The OIG team estimates that CMD has saved the Department \$3.5 million, plus \$2.5 million in recurring annual savings. If the remaining 20 EUR embassies and consulates adopt CMD, cost savings would be \$425,000 annually. Standardizing contact management software across EUR would also reduce the learning curve for employees moving from post to post.

**Recommendation 5:** The Bureau of European and Eurasian Affairs should implement a policy requiring its posts to use the Contact Management Database software. (Action: EUR)

Both IRM and RSC Frankfurt indicate that testing software at the RSC would be beneficial to the Department. However, no steps have been taken to formalize such an arrangement. Failure to take advantage of the possible synergies risks higher costs to the Department for software development.

**Recommendation 6:** The Bureau of Information Resource Management should conduct a cost-benefit analysis of using Regional Support Center Frankfurt as a test bed for software development and, if feasible, take appropriate action. (Action: IRM)

### ***Other Regional Management Initiatives***

RSC Frankfurt is piloting a regional contract for expendable supplies from a single company, leveraging the U.S. Government's large demand for office equipment, paper supplies, forms, and other expendable supplies to obtain lower prices. Reaction by overseas posts has been positive. RSC Frankfurt is evaluating the data to determine savings realized through the contract and the feasibility of expanding it both within and outside EUR. Embassies that have implemented this program have reduced their need for large stockpiles of expendable supplies and for LE staff to manage them.

Following the initial success of the expendable supplies contract, RSC Frankfurt is now negotiating with a regional cell phone company to develop a standard package of services for missions throughout Europe. Five embassies are piloting this initiative to determine cost savings and quality of service. If the initiative is a success, RSC Frankfurt will consider expanding it.

RSC Frankfurt took on an EUR initiative aimed at reducing storage costs at smaller embassies by creating regional warehousing hubs that service two or more embassies. So far, logistical challenges and the inability to identify adequate cost savings do not support further development of this concept. RSC Frankfurt will continue to explore opportunities for combining warehousing where the cost benefits appear favorable.

RSC Frankfurt also contributed to a Department initiative to reduce voucher processing costs worldwide through use of the Bureau of the Comptroller and Global Financial Services' Post Support Unit. RSC Frankfurt has had success at some of EUR's smaller missions; however, a number of missions continue to process vouchers at costs that are higher than those of the Post Support Unit. EUR and RSC Frankfurt encourage their missions to use the Post Support Unit but do not mandate its use.

### ***Connecting Regional Support Center Frankfurt and Department Efforts***

M/PRI is responsible for leading Department regionalization and standardization activities. Along with Department regional bureau executive directors, the International Cooperative Administrative Support Services (ICASS) Service Center, and the director of the Bureau of Budget and Planning, M/PRI formed a regional initiatives council (RIC) to facilitate better coordination and dissemination of initiatives from the field. The RIC prioritizes and writes policy for initiatives from the field and distributes them to the Department. RSC Frankfurt has

not been integrated into the RIC process. This oversight has hindered RSC Frankfurt's efforts to identify and develop innovative practices and risks significant lost opportunities for management savings.

**Recommendation 7:** The Bureau of European and Eurasian Affairs, in coordination with the Office of Management Policy, Rightsizing, and Innovation, should identify a staff member at the Regional Support Center Frankfurt to coordinate the center's management initiatives. (Action: EUR, in coordination with M/PRI)

### **Locally Employed Staff Training**

The Foreign Service Institute (FSI) indicated that LE staff training has been reduced due to lack of funding for travel of its instructors. Both RSC Frankfurt and FSI have attempted to meet the training needs of LE staff by training and expanding the use of "adjunct" LE staff faculty. This approach has allowed regional training centers to conduct training sessions globally.

FSI has placed one of its instructors in both the Florida and Bangkok regional centers to oversee the adjunct faculty in the Western Hemisphere and Asia. FSI has not established a similar instructor position at RSC Frankfurt.

***Informal Recommendation 1:*** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to evaluate whether to request a full-time Foreign Service Institute position and, if feasible, take such action.

RSC Frankfurt's model for LE staff training is built around three LE staff instructors who create and manage courses, two LE administrative assistants, and a U.S. direct-hire management officer who brings an American perspective to the classroom. Because the RSC relies heavily on the American and LE staff members assigned to Frankfurt, it has not maximized use of adjunct faculty throughout EUR. By emphasizing training centered in Frankfurt, the RSC misses an opportunity to teach more courses using adjunct faculty at a lower cost. It may also be possible to eliminate two LE staff training positions in Frankfurt if the use of adjunct faculty were increased.

**Recommendation 8:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to increase its use of adjunct faculty to expand training held outside Frankfurt. (Action: EUR)

The RSC is located in Consulate General Frankfurt, one of the largest diplomatic missions in the world, with 26 separate agencies and offices represented there. Many of them conduct their own training. There is no logistical coordination among agencies using consulate facilities, resulting in confusion among trainees about where to report for instruction. Establishing a single point of contact for all training programs would alleviate the problem.

***Informal Recommendation 2:*** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to develop a mechanism to coordinate all training logistics within the Consulate General Frankfurt facility.

## Resource Management

The FY 2012 budget for RSC Frankfurt was \$3,145,105. Staff include 9 Foreign Service officers and 18 LE staff members. Consulate General Frankfurt provides ICASS support in all areas except financial management services. RSC Frankfurt receives funding from EUR and manages its own budget.

### Current Staffing

RSC Frankfurt staffing grew out of the original New Post Support Unit and has not been reviewed since 1992. EUR and RSC Frankfurt have not developed a comprehensive plan to implement a new vision for the RSC that addresses the importance of reducing LE staff positions in a way that minimizes disruption to ongoing activities and reduces severance payments. In addition to savings in salary costs, a reduced RSC footprint would lower the ICASS bill to EUR by roughly \$1 million per year.

With the reduced staffing of RSC Frankfurt, a full-time deputy director would no longer be justified. The deputy director function could be performed by one of the two other senior staff members in the human resources or financial management unit.

**Recommendation 9:** The Bureau of European and Eurasian Affairs should review the Regional Support Center Frankfurt mission and implement an appropriate staffing plan. (Action: EUR)

### General Management Issues

RSC Frankfurt faces challenges in managing LE personnel practices. The local compensation plan authorizes a year of maternity leave and 6 weeks of annual leave a year. Several LE staff members have been on prolonged leave during the past 5 years. Supervisors state that hiring temporary employees takes so long that it is not productive to fill vacant slots. Per 3 *Foreign Affairs Handbook* (FAH)-2 H-122.3, supervisors are responsible for determining the number and type of employees required to accomplish the organization's mission and how work will be assigned. Not undertaking steps to provide adequate coverage during extended personnel absences reduces productivity and diminishes morale.

**Informal Recommendation 3:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to develop a leave plan at the beginning of each year and plan temporary staffing as needed.

RSC Frankfurt has not made good use of the eligible family member program to fill long-term staffing gaps. Drawing on the pool of available eligible family members in Frankfurt could provide needed coverage at little additional cost and improve organizational effectiveness.

**Informal Recommendation 4:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to develop a pool of temporary eligible family member employees to fill staffing gaps.

## **Human Resources Management**

RSC Frankfurt's capsule position descriptions for U.S. direct-hire personnel are out of date, as are recruitment materials for LE staff members. Accuracy in these materials is necessary to attract appropriately qualified staff.

**Recommendation 10:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to update recruitment materials for U.S. direct-hire and locally employed staff. (Action: EUR)

RSC Frankfurt does not have an orientation program for new employees, nor does management make clear to new employees the RSC's professional standards, work goals, travel commitments, reporting requirements, mission, and vision. Per 3 FAM 7244, all newly appointed employees should be given assistance in adjusting to their employment and should be advised fully regarding the conditions of mission employment by means of a planned orientation program. The lack of such a program diminishes productivity.

**Recommendation 11:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to implement an orientation program for new employees. (Action: EUR)

RSC Frankfurt submitted 8 of 18 LE staff performance evaluations late in 2011 and 5 of 18 late in 2012. Guidance in 3 FAH-2 H-312 b. (6) (a) and (b) outline the need for objective and timely performance reports. Failure to submit evaluation reports on time diminishes staff morale and efficiency and leaves management vulnerable to personnel grievances and legal action.

**Recommendation 12:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to incorporate the timely submission of locally employed staff performance evaluations into all supervisors' work requirements statements and note failure to meet this requirement in their performance evaluations. (Action: EUR)

Employees indicate a lack of communication among offices within RSC Frankfurt. Although the director holds weekly staff meetings, important information is not discussed in these meetings. Units tended to pass critical program information that has implications for other units either in casual meetings, in the hall, or in private meetings with the director. The absence of open communication within RSC Frankfurt has resulted in needless confusion and strife. Encouraging communication is a fundamental aspect of human resources management. The absence of such communication results in loss of productivity.

**Informal Recommendation 5:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to implement mechanisms to increase interoffice communication.

## ***International Cooperative Administrative Support Services***

RSC Frankfurt employees are frustrated by a lack of information technology support both at their desks and in setting up for and troubleshooting during training and seminars. There is considerable confusion within the RSC about the function of the Information Technology office.

Inadequate knowledge about information technology support reduces operational efficiency and increases tension among staff members.

*Informal Recommendation 6:* The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to issue an administrative notice explaining how staff should obtain administrative support from the Information Technology office.

## List of Recommendations

**Recommendation 1:** The Bureau of European and Eurasian Affairs should discontinue Regional Support Center Frankfurt's post assistance and review visits. (Action: EUR)

**Recommendation 2:** The Bureau of European and Eurasian Affairs, in coordination with the Bureau of Human Resources, should eliminate financial management officer position 57-50000010, human resources officer position 57-507000 020, and general services officer position 52- 010124 010. (Action: EUR, in coordination with DGHR)

**Recommendation 3:** The Bureau of European and Eurasian Affairs should eliminate two locally employed financial management analyst positions and one human resources specialist position. (Action: EUR)

**Recommendation 4:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to bring its software development activities into compliance with Department of State regulations. (Action: EUR)

**Recommendation 5:** The Bureau of European and Eurasian Affairs should implement a policy requiring its posts to use the Contact Management Database software. (Action: EUR)

**Recommendation 6:** The Bureau of Information Resource Management should conduct a cost-benefit analysis of using Regional Support Center Frankfurt as a test bed for software development and, if feasible, take appropriate action. (Action: IRM)

**Recommendation 7:** The Bureau of European and Eurasian Affairs, in coordination with the Office of Management Policy, Rightsizing, and Innovation, should identify a staff member at the Regional Support Center Frankfurt to coordinate the center's management initiatives. (Action: EUR, in coordination with M/PRI)

**Recommendation 8:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to increase its use of adjunct faculty to expand training held outside Frankfurt. (Action: EUR)

**Recommendation 9:** The Bureau of European and Eurasian Affairs should review the Regional Support Center Frankfurt mission and implement an appropriate staffing plan. (Action: EUR)

**Recommendation 10:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to update recruitment materials for U.S. direct-hire and locally employed staff. (Action: EUR)

**Recommendation 11:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to implement an orientation program for new employees. (Action: EUR)

**Recommendation 12:** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to incorporate the timely submission of locally employed staff

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performance evaluations into all supervisors' work requirements statements and note failure to meet this requirement in their performance evaluations. (Action: EUR)

## 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 Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to evaluate whether to request a full-time Foreign Service Institute position and, if feasible, take such action.

***Informal Recommendation 2:*** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to develop a mechanism to coordinate all training logistics within the Consulate General Frankfurt facility.

***Informal Recommendation 3:*** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to develop a leave plan at the beginning of each year and plan temporary staffing as needed.

***Informal Recommendation 4:*** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to develop a pool of temporary eligible family member employees to fill staffing gaps.

***Informal Recommendation 5:*** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to implement mechanisms to increase interoffice communication.

***Informal Recommendation 6:*** The Bureau of European and Eurasian Affairs should require Regional Support Center Frankfurt to issue an administrative notice explaining how staff should obtain administrative support from the Information Technology office.

## Principal Officials

	<b>Name</b>	<b>Arrival Date</b>
Director, EUR-Bureau of International Organizations Joint Executive Office	Margaret Uyehara	09/12
Deputy Director, EUR-Bureau of International Organizations Joint Executive Office and Director, RSC Frankfurt	Michael S. Tulley	08/10
Deputy Director, EUR-Bureau of International Organizations Joint Executive Office	Francisca Helmer	07/10
Deputy Director, EUR-Bureau of International Organizations Joint Executive Office	Jeffrey A. VanDreal	01/13
Deputy Director, RSC Frankfurt	James K. Stiegler	07/10
Chiefs of Sections:		
Regional Human Resources-Job Evaluation	James E. Hostetler	06/12
Regional Human Resources-Merit Based Compensation	Ronnie McCall	06/10
Regional Financial Management	Michael A. Chung*	08/11
Training and Development	Maura V. Pellet	07/10
Regional General Services	Neill G. Krost	08/11
Regional Information Technology	Brian J. Hering	09/10

\*Departed 02/13.

## **Abbreviations**

CMD	Contact Management Database
Department	U.S. Department of State
EUR	Bureau of European and Eurasian Affairs
FAH	<i>Foreign Affairs Handbook</i>
FAM	<i>Foreign Affairs Manual</i>
FSI	Foreign Service Institute
ICASS	International Cooperative Administrative Support Services
IRM	Bureau of Information Resource Management
LE	Locally employed (staff)
M/PRI	Office of Management Policy, Rightsizing, and Innovation
OIG	Office of Inspector General
RIC	Regional initiatives council
RSC	Regional Support Center
Web RABIT	Web-Based Resource Allocation and Budget Integration Tool



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