



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

ISP-I-13-41A

Office of Inspections

September 2013

Inspection of Embassy Vilnius, Lithuania

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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 2012 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 instances 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

- A multiphase construction project to upgrade the embassy compound has experienced delays because of the contractor's termination for cause. The project is in the process of reaward. In its current state, the compound does not meet Overseas Security Policy Board or fire and life safety standards.
- Under a 2009 memorandum of understanding, Embassy Sofia provides basic human resources services to Embassy Vilnius. The process is convoluted and inefficient.
- Embassy Vilnius has five language designated positions at the working proficiency (3/3) level. Although such proficiency is useful, embassy staff members rarely hold substantive discussions in Lithuanian. Limited use of Lithuanian does not justify the additional 14 to 21 weeks of training at the Foreign Service Institute that students need to achieve a 3/3 level, versus a 2/2.
- The embassy spends \$45,000 a year on rest and recuperation travel for American staff. The OIG team questions whether this benefit is justified.

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 OIG team did not identify problems that need to be corrected.

The inspection took place in Washington, DC, between March 25 and April 12, 2013, and in Vilnius, Lithuania, between May 7 and 24, 2013. Ambassador Robert M. Beecroft (team leader), Lavon Sajona (deputy team leader), Richard Behrend, David Davison, Patricia Murphy, Shawn O'Reilly, Donna Roginski, Charles Rowcliffe, Paul Smith, Alexandra Vega, and Timothy Wildy conducted the inspection.

Context

Lithuania was founded in the 10th century and has endured occupation by Poland, Germany, and Russia during much of its history. The Soviet Union annexed Lithuania, along with its Baltic neighbors Latvia and Estonia, in 1940 and resumed control after the German occupation during World War II. The United States never recognized this forcible takeover. The three Baltic States regained their independence with the collapse of the Soviet Union in 1990–91 and quickly restored close relations with the United States.

Lithuania is slightly larger than West Virginia, with a population of approximately 3 million. Sharing borders with Latvia, Belarus, Poland, and Russia, Lithuania has repeatedly proved to be a strong and supportive European ally of the United States. It is an active member of the North Atlantic Treaty Organization (NATO), the European Union (EU), the Community of Democracies, and the Organization for Security and Cooperation in Europe. As a NATO ally, Lithuania provides support in Afghanistan.

Embassy priorities include deepening bilateral ties in security, trade, and investment and in shared democratic values. The United States and Lithuania have signed an agreement on bilateral trade and intellectual property protection and a bilateral investment treaty. Two-way trade totaled approximately \$2 billion in 2012. Lithuania participates in the Visa Waiver Program, which allows Lithuanians to travel to the United States for certain business or tourism purposes without obtaining a visa.

Embassy Vilnius staff consists of 48 American direct-hire and eligible family member positions and 117 local employees. The operating budget for FY 2013 was \$14 million. U.S. assistance to Lithuania during FY 2013 totaled approximately \$8 million in military training.

The embassy compound does not meet Overseas Security Policy Board or fire safety standards. Planning is underway to implement a Bureau of Overseas Buildings Operations (OBO) construction project to correct some of these deficiencies.

Executive Direction

The OIG inspection coincided with the end of a lengthy transition between the departure of the previous ambassador in September 2012 and the arrival of her successor 5 months later. In the interim, the deputy chief of mission (DCM) served capably as chargé d'affaires. Relations among country team members are informal, collaborative, and effective.

The Ambassador's priorities to achieve mission goals are well founded. Drawing on her strong economic background, she has begun to focus mission attention on economic issues that coincide with the expected launch of the U.S.-EU Transatlantic Trade and Investment Partnership and with Lithuania's EU presidency, which begins in the second half of 2013. However, front office communications on how to achieve these goals are not always consistent or clear. The Ambassador responded positively to the inspection team's suggestions on ways to improve communication between the front office and other elements of the mission, particularly in light of the summer 2013 departure of the DCM, public affairs officer, and management officer. Establishing effective communication and interaction with staff will facilitate implementation of mission goals as well as a smooth summer transition.

Recommendation 1: Embassy Vilnius should schedule and conduct weekly one-on-one meetings between the Ambassador and section heads to review planning and reinforce more open communication between the Ambassador and embassy staff. (Action: Embassy Vilnius)

The embassy's FYs 2014–2016 Integrated Country Strategy (ICS) is well aligned with the embassy's FY 2015 Mission Resource Request (MRR);¹ both documents are well conceived and include practical references for achieving mission goals and objectives. Public diplomacy is integrated effectively in mission strategic planning, and the Ambassador is active in public appearances and presentations. The embassy's emergency action plan is complete and current. A full-scale crisis management exercise is scheduled for June 2013.

Embassy Vilnius runs an extensive professional development program for entry-level officers, which includes opportunities for public speaking and support for visits. The program aims to help officers develop skills outside daily work requirements that will be useful throughout their careers. The DCM mentors each entry-level officer individually at monthly meetings.

¹In December 2011, the Department issued 11 STATE 124737, which discontinued the Mission Strategic and Resource Plan. The Mission Resource Request (3-year strategic plan, with shorter annual resource requests) replaced the Mission Strategic and Resource Plan beginning with the FY 2014 budget cycle.

Policy and Program Implementation

Reporting, Analysis, and Advocacy

The embassy's joint political/economic section produces reporting with appropriate balance between domestic and external issues. Reports of events and individual meetings typically include well-informed commentary. Lithuania faces strategic choices on energy security; the section's extensive coverage has earned appreciation from Washington readers. Analyses of parliamentary elections and the new government were also well done. The section chief and staff members show confidence in one another and work well together.

In April the Ambassador instructed the political/economic section to produce the report on nonurgent political and economic events on a weekly rather than a daily basis. Although the daily reports contained useful information, they sometimes relied on press reports and public statements to address issues that deserved direct engagement with contacts. Furthermore, weekly reporting is better suited to consolidating relevant information for consumers, uses staff time more effectively, and facilitates communication with contacts. The OIG team concurred and encouraged early production of the first weekly report.

The current reporting plan contains themes relevant to mission goals but does not identify specific products, individual assignments, and deadlines. A more detailed plan would avoid overburdening weekly reporting, respond to the Ambassador's instructions to give more attention to EU issues, and produce more stand-alone analytical reports developed from sustained engagement with contacts. The team encouraged the embassy to focus its reporting on matters of particular interest to Washington, such as Lithuania's July 1 assumption of the EU presidency and November 2013 hosting of the EU Partnership Summit.

Recommendation 2: Embassy Vilnius, in coordination with the Bureau of European Affairs, should revise its political and economic reporting plan to include specific deliverables, staff responsibilities, and timelines. (Action: Embassy Vilnius, in coordination with EUR)

The ICS for FYs 2014–2016 comprises three broad goals related to security, economic prosperity and democracy, and human rights. The security goal includes a variety of objectives, such as Lithuania's support for NATO, participation in the alliance's Afghanistan mission, and efforts to counter smuggling of weapons of mass destruction. The embassy advances these goals through security assistance, support for high-level visits, engagement with senior Lithuanian officials, and public diplomacy. Mission elements, including the political/economic section, the Department of Defense staff, and the public affairs section (PAS), collaborate effectively with one another as well as with U.S. embassies in Riga and Tallinn.

Although political/economic staff has made efforts to support the Ambassador's economic and social priorities, including reallocation of staff portfolios, the section has not made front office goals operational and has missed deadlines. The OIG team suggested that the section propose a work plan for the Ambassador to approve or amend, so that there is a clear record to guide the section's activities.

Political/Economic Section Staffing

The embassy's MRR requested a new officer position in the political/economic section to work on energy issues. The OIG team concurs with the Department of State's (Department) 2013 rightsizing review, which did not support the request. The section recently reached full staffing levels following several months of gaps, including in the section chief position. A new professional associate position has been established, with one or two additional professional staff members slated to join the section during the 6-month term of Lithuania's EU presidency. Until the section has experienced an extended period working at full staffing levels with the revised work requirements, the embassy will be unable to assess whether staffing is adequate or whether an addition position is warranted.

Trade Promotion

Because there is no Foreign Commercial Service representation in Vilnius, the political/economic section has lead responsibility for bilateral trade promotion. The section vigorously promotes U.S. products and firms. During the first half of FY 2013, the embassy reported 69 business outreach events or private meetings with more than 2,000 attendees, as well as several reimbursable services performed on behalf of the Foreign Commercial Service. Washington agencies describe the staff as proactive and responsive. The Department funded an embassy proposal under the Business Facilitation Incentive Fund to promote Lithuanian investment in the United States. The embassy participated in the Baltic Investors Forum, Life Sciences Baltic Conference, and the region's largest wine fair, and cohosted with the foreign ministry a conference on unconventional energy. Before arriving in Vilnius, the Ambassador played a key role in establishing the Lithuanian-American Business Council, which is designed to promote bilateral commercial ties. The Ambassador addressed the American Chamber of Commerce early in her tenure.

Public Affairs Section

Few international issues divide the United States and Lithuania, so PAS focuses on strengthening already positive relations. Public diplomacy is an important element of the ICS, and PAS takes the lead or is a major player in many mission objectives, especially those dealing with strengthening civil society. PAS works productively with other embassy offices and earned high marks in OIG surveys.

Section Management

The public diplomacy budget of \$902,500 is adequate. PAS has stretched it by obtaining additional support from the Under Secretary for Public Diplomacy and Public Affairs' Innovation Fund for projects with the Roma community, as well as \$100,000 from the International Task Force on Holocaust Education for teacher-training projects.

PAS faces staffing challenges. One of the two American positions in the section was vacant for 6 months. Washington provided interim support, but the section head still had to shoulder a heavy burden. Equally challenging are the gaps in positions held by young, female employees, who constitute a staff majority and are entitled to 2 years of paid maternity leave

under Lithuania's generous social policies. Although PAS has employed a series of capable temporary hires, the training of new employees increases the workload for permanent personnel.

Position descriptions for locally employed (LE) staff vary in quality and accuracy. Some staff members do less, and others more, than their position descriptions indicate. PAS has not reviewed position descriptions so that they reflect actual duties as well as the section's current and future needs.

Informal Recommendation 1: Embassy Vilnius should revise position descriptions for local staff in the public affairs section.

Media Reporting, Embassy Web Site, and Social Media

PAS produces a daily media report. The February 2013 arrival of the new Ambassador brought some important changes to that report, including a much-needed tightening and refocusing of content to reflect her priorities. Despite the shortened format, the written report normally comes out at about noon, which means that staff members who do not attend one of two morning oral press briefings do not have access to any media report until halfway through their workday. The content of the two oral briefings is largely duplicative. Eliminating one briefing would allow PAS additional time to prepare for a larger, more substantive briefing and to disseminate its written media report earlier in the day.

Informal Recommendation 2: Embassy Vilnius should eliminate the first of its two daily press briefings.

PAS maintains the embassy's Web site, which meets all relevant guidelines. Most content is from Washington, with PAS adding reports, articles, and announcements of embassy events and activities. The site averages more than 2,000 page views a day; pages about visas and job opportunities are the most popular.

PAS uses Facebook and YouTube to promote embassy-oriented issues, highlight relevant media reports, and alert users to upcoming events. PAS puts locally produced clips as well as excerpts from local television shows and news related to embassy activities on its YouTube site. One of the most viewed clips was "One Billion Rising," part of a global campaign about violence against women that tied in closely with PAS's multipronged effort on the issue. By mid-May, the embassy YouTube page had nearly 26,600 views. To target the 70 percent of Lithuanians who use the Internet, PAS is implementing a solid social media strategy. PAS recently won approval to participate in the Bureau of International Information Programs' 20/100/100 program, which provides 20 selected embassies with advice on and guidance for increasing social media numbers by 100 percent in 100 days.

Educational and Cultural Programs

PAS administers a variety of exchange programs. The biggest is the Fulbright scholarship program, with an FY 2012 budget of \$352,600. Lithuania currently provides just more than \$18,000 of in-kind support for Fulbright exchanges. PAS is working with Lithuanian authorities to obtain direct financial support. The decreasing Fulbright budget has meant fewer long-term and more short-term exchanges, a pattern likely to continue absent additional resources.

The embassy has a small, well-managed International Visitor Leadership Program. In FY 2012 there were 11 participants; in FY 2011, 9. Program nominations are clearly in line with ICS goals. Among program alumni are many prominent Lithuanians, including the country's current president.

PAS has a limited budget for the U.S. Speaker and Specialist Program; funding in FY 2012 dropped 50 percent from FY 2011 levels. Nonetheless, by working with neighboring Baltic posts and focusing on ICS goals, PAS scored some significant achievements, particularly regarding violence against women. PAS-sponsored visiting experts helped Lithuania draft a domestic violence law that provided additional protection for victims and for the first time gave police authority to remove abusers immediately from a home.

Public Diplomacy Platforms

The embassy's Information Resource Center has two employees, one full time and one part time. The center is open to the public 25 hours a week and at other times by appointment. The center has a lending library with 6,000 members and responds to 100–200 phone and email queries per month, a level that has risen even as foot traffic fell after the center's move to the embassy compound in 2008. Clearing large groups into the embassy compound for public diplomacy events can be problematic, as addressed in the classified annex to this report. There were 2,184 visitors to the center in 2011 and 2,580 in 2012. Despite a lower volume of traffic and competition from public and university libraries with larger holdings, the center is still a useful one-stop shop for information on the United States and for direct contact with Americans.

Lithuania's one American Corner is in a public library in Siauliai, the country's fourth largest city. The Corner sponsored 76 events in 2012 that reached more than 2,300 people, excluding patrons using its book and digital video collections. PAS staff visits regularly. To provide information about the United States elsewhere in the country, PAS established three virtual American Corners in mobile kiosks about the size of automated teller machines (ATM), which the OIG team regards as an innovative practice.

Innovative Practice: Virtual American Corners—“ATMs” That Tell America’s Story

Innovative Practice: Virtual American Corners—“ATMs” That Tell America’s Story

Issue: PAS Vilnius lacked the funding to establish additional American Corners to expand its outreach and provide up-to-date and interesting information about the United States.

Response: The embassy teamed up with a local computer hardware and software company to develop InfoUSA terminals, interactive platforms about the size of an ATM that can be moved easily from site to site and reach host country audiences in a variety of venues. PAS placed the kiosks in a shopping center in Vilnius, a public library in northeastern Lithuania, and at an indoor water park in southern Lithuania. Each kiosk is a simple touch-screen computer preloaded with information and videos about U.S. history, culture, geography, and people (including noted Lithuanian Americans), as well as basic travel and visa regulations and live links to the embassy’s Facebook page. PAS staff translated all content into Lithuanian. The only expenses for kiosk maintenance are electricity and Internet connection utilities. Operational 24/7, the kiosks—with the proper connection—can also project onto a wall a larger image of what is on the computer screen, allowing for greater audience participation. PAS makes kiosk content available on computer discs, which it encourages school groups visiting the Information Resource Center to take home and use.

Result: PAS Vilnius has greatly expanded its outreach efforts at minimal cost. From their opening in late 2012 to mid-May 2013, the InfoUSA kiosks attracted a total of 110,000 individual visitors, with nearly 90 percent of them logging on at the shopping center and the water park. The cost was 41 cents per visitor, with the unit cost projected to decline as the number of visitors rises.

Grants Management

In FY 2012 PAS spent \$452,800 on 108 grants with funds from its own budget and from other sources; in FY 2011 the corresponding figure was 116 grants worth \$475,390. PAS advertises grant availability on the embassy Web site and conducts an open competition for projects that relate to a variety of ICS goals. PAS recently reoriented its cultural grants program to focus more on partnerships with local groups rather than on full-fledged sponsorships of visiting artists. The OIG team concurs with this decision.

The inspectors examined a random sample of grants files and found them in relatively good order, though there were occasional mistakes in citing the correct statutory authority. More problematic was the number of grants that, although linked to the broad ICS theme of promoting tolerance, did not have the required link to American culture. Examples include one grant to help produce the second volume of a catalogue on synagogues in Lithuania and another to assist a Lithuanian theater group in mounting a play in Vilnius about the local Jewish community. Providing staff with additional grants training, particularly with respect to funding requirements, would alleviate the problem.

Recommendation 3: Embassy Vilnius should implement a policy requiring American officers and the grants coordinator in the public affairs section to take grants courses offered by the Foreign Service Institute. (Action: Embassy Vilnius)

PAS officers and staff review open-competition grants. Some applications concern subjects of interest to other embassy elements, particularly the political/economic section. Though PAS does confer with political and economic officers, having formal political/economic representation on the grants awards committee would provide PAS with additional insight on grant applications and lend added credibility to the grants process.

Informal Recommendation 3: Embassy Vilnius should include officers and locally employed staff from other sections on the public affairs section's grants award committee.

Consular Operations

The consular section provides efficient, professional service to American citizens and foreign nationals seeking consular and visa assistance. The consul provides excellent training for and guidance to the vice consul and staff. Close cooperation with consular sections in neighboring Baltic countries and Belarus increases the section's effectiveness. For example, the consular leadership day observance is regional (hosted this year in Vilnius) and provides a venue to share information about regional trends. The waiting room and consular entrance are attractive and have adequate space, but the consular office area has no room for growth. Should the workload continue to grow to the point where additional staff is required, space will become an issue.

American Citizens Services

Although American citizens services cases are few in number, they can be complex and time consuming. The unit handled 198 passport and citizenship cases and 396 special consular services cases in FY 2012. The unit handles most cases quickly and well. American citizens resident in Lithuania generally do not contact the embassy except in emergencies, as Lithuanian law prohibits dual nationality. If the government of Lithuania discovers that a Lithuanian citizen has another nationality, they begin proceedings to strip that individual of their Lithuanian citizenship, pension, and other benefits. Therefore the American citizens services workload is lighter than that in other countries in the region.

Nonimmigrant Visas

Lithuania participates in the Visa Waiver Program, so most Lithuanian citizens do not need nonimmigrant visas to travel to the United States. Most nonimmigrant visa applications are made by Lithuanians applying for exchange visitor visas to participate in the Summer Work Travel Program or by Belarusians applying for various nonimmigrant visas. In FY 2012, the section adjudicated 5,532 nonimmigrant visas. The number of nonimmigrant visa applications from Belarusians has been growing annually, but staffing is adequate to manage the current workload. The consul handles the few visa referrals strictly according to the worldwide visa referral program, with meticulous referral recordkeeping.

Visas Viper

The DCM holds Visas Viper meetings monthly, and the consular section submits reports on time. There have been several submissions during the past year.

Immigrant Visas

The immigrant visa unit competently handles 300 to 400 immigrant visas per year. Family-based immigration cases are often complex. Over half of the immigrant visa workload consists of diversity visa cases, which makes workload unusually variable.

Fraud Prevention Unit

The prevalence of fraud is low, especially in Lithuanian visa applications. Belarusian cases are more difficult to assess. The fraud prevention staff works hard, with a high level of competence, to evaluate cases for fraud. In FY 2012 only 17 of 132 visa fraud cases were confirmed as fraud; most of the remaining cases were inconclusive. The unit would benefit from more frequent interaction with the Directorate of Fraud Prevention Programs in the Bureau of Consular Affairs to develop targeted validation studies, make optimal use of available online tools, and acquire a better understanding of larger regional fraud trends.

Staffing

With two American officers, two half-time consular assistants, and six LE staff members, the section is adequately staffed. The vice consul encumbers a rotational position, spending only 1 year in the consular section before rotating to the political/economic section. The vice consul supervises the nonimmigrant and immigrant visa units and evaluates the performance of three of the six LE staff members. The vice consul must also be conversant with the complex immigrant visa and American citizens services portfolios. By the time the vice consul has mastered the details of the job, the officer rotates to the political/economic section and a new vice consul, who has spent the first year in the political/economic section, begins training. This arrangement is disruptive and not conducive to efficient functioning of the section.

Recommendation 4: The Bureau of European and Eurasian Affairs, in coordination with the Bureau of Human Resources and the Bureau of Consular Affairs, should eliminate the rotation of Embassy Vilnius consular positions 30-010126 and 14-022002. (Action: EUR, in coordination with DGHR and CA)

Section staff conducts interviews in English for Summer Work Travel Program applicants, for whom English language competency is required. These applicants made up 21 percent of the nonimmigrant visas cases in FY 2012. During the same timeframe, 38 percent of the remaining nonimmigrant visa applicants at Embassy Vilnius were from Belarus, and an additional 450 maritime crew members from the adjacent Kaliningrad region of Russia applied for visas in Vilnius. Because most of these applicants did not speak English, translators had to assist during interviews. The consular chief is appropriately trained in Lithuanian, which facilitates contacts with the Lithuanian Government and other officials, although full professional competency is not required. However, neither the consul nor vice consul speaks Russian. Designating the vice consul position as a Russian-speaking officer would reduce the current dependence on translators during interviews. The OIG team also counseled section staff on the benefit of enrolling future vice consuls in a brief, introductory course in social Lithuanian.

Recommendation 5: The Bureau of Consular Affairs, in coordination with the Bureau of Human Resources and the Bureau of European and Eurasian Affairs, should designate the vice consul position at Embassy Vilnius as a Russian-speaking position. (Action: CA, in coordination with DGHR and EUR)

Resource Management

Agency	U.S. Direct- Hire Staff	U.S. Local- Hire Staff	Foreign National Staff*	Total Staff	Total Funding FY 2012
Department of State					
Diplomatic and Consular Programs	18	1	7	26	\$1,493,874
ICASS (Traditional, OBO, and Language Designated Positions)	2	5	78	85	\$4,348,711
Public Diplomacy	2		9	11	\$736,971
Diplomatic Security (Surveillance Detection and Residential)	1	–	9	10	\$486,243
Marine Security	6		3	9	\$193,150
Representation	–	–	–	–	\$29,700
OBO	4	–	2	6	\$1,737,752
Machine Readable Visas (Consular Affairs)	2	1	6	9	\$148,810
Defense Attaché Office	4	–	1	5	\$331,642
Office of Defense Cooperation*	2	–	2	4	\$4,450,000
Foreign Commercial Service	–	–	–	–	\$2,714
Administration (School Grants)**	–	–	–	–	\$82,800
Agriculture	–	–	–	–	
Totals	41	7	117	165	\$14,042,367

Source: Embassy Vilnius.

*Defense Security Cooperation Agency/U.S. European Command foreign assistance funding used through invitational travel.

**School (American International School of Vilnius) grants management: \$54,800, security grant; \$28,000, regular grant). All grants were issued by Washington.

Management Operations

Embassy Vilnius provides excellent customer service. In 2013 embassy staff received International Cooperative Administrative Support Services (ICASS) scores of above 4 (on a 1–5 scale) in all areas except copier services. These scores were higher than those of other embassies in the Bureau of European and Eurasian Affairs (EUR) and higher than world averages. In OIG's customer satisfaction survey, staff gave high marks for management services. The management

officer provides good leadership and mentoring to American and LE staff. Communication is effective and office morale is good. Management units work cooperatively

A general services officer, a facilities management officer, 2 information management (IM) officers, and 48 LE staff members support the management officer. The management section lost 10 LE staff positions during a 2008 reduction in force.

In March 2013, prior to the OIG inspection, a team from the Frankfurt Regional Support Center conducted a review and found procedural shortcomings in some management areas. The management staff is in the process of correcting Frankfurt's identified deficiencies.

Rightsizing and Requests for New Positions

Since the 2008 OIG inspection, the number of U.S. direct hires has remained constant at 38 positions. LE staff was reduced by a net of five positions. In the Vilnius 2013 rightsizing review, the Department's Office of Management Policy, Rightsizing, and Innovation (M/PRI) supported the creation of two U.S. direct-hire and five LE staff positions. The U.S. direct-hire positions consist of a consular officer and a Defense attaché office position. The LE staff positions include a facilities position, a human resources assistant, and three laborer positions. The OIG team does not support the addition of these positions at the current level of operations.

M/PRI did not support the embassy's MRR request for an economic officer position, assistant regional security officer, and combined financial management and human resources officer position. The OIG team also does not support the addition of an economic officer position and a combined financial management/human resources officer position. However, the team does concur with the Bureau of Diplomatic Security and Embassy Vilnius on the need for an assistant regional security officer position, which is discussed in the classified annex to this report.

Financial Management

The management officer also serves as the financial management officer and supervises five LE staff members. In the past three MRRs, the embassy requested a combined financial management officer/human resources officer position. EUR did not support any of the embassy's requests. Nevertheless, EUR has funded the position through ICASS for the past three FYs at \$65,000 per year. Because EUR did not rescind the funds, the embassy used the funds or carried them over to the next year. EUR also allocated to the embassy a one-time amount of \$70,000 in 2011 to fund furniture and fixtures for this unapproved position. In the 2013 Vilnius rightsizing review, M/PRI did not support adding this position. The financial management office plans to increase the number of vouchers it sends to the post support unit in Sofia for processing, which should alleviate some of the office workload and make the requested position unnecessary.

Recommendation 6: Embassy Vilnius, in coordination with the Bureau of European and Eurasian Affairs and the Bureau of the Comptroller and Global Financial Services, should remove the \$67,500 requested for the combined financial management officer/human resources officer position from the mission FY 2013 International Cooperative Administrative Support Services target budget. (Action: Embassy Vilnius, in coordination with EUR and CGFS)

International Cooperative Administrative Support Services

There are two IM positions: an IM officer and an IM specialist. Both are program funded. About 40 percent of their work is devoted to program activities and 60 percent to ICASS. On January 9, 2013, the ICASS Interagency Group based in Washington addressed the categorization of IM positions. The working group chairperson explained that informal ICASS policy is that the first IM position is always program funded and the second one is ICASS funded. In the case of Vilnius, there are two information officers who provide 60 percent ICASS support, but neither is an ICASS employee. In the 2013 Vilnius rightsizing review, M/PRI also recommended that one of the IM positions transition to ICASS to distribute costs evenly among agencies receiving IM support.

Recommendation 7: Embassy Vilnius, in coordination with the Bureau of European and Eurasian Affairs and the Bureau of the Comptroller and Global Financial Services, should convert one information management position in Vilnius to an International Cooperative Administrative Support Services position. (Action: Embassy Vilnius, in coordination with EUR and CGFS)

Representation

In FY 2012 the front office spent 99 percent of all representational funding, leaving the political and economic office with only 1 percent and management, consular, and regional security with nothing. In March 2013 the Ambassador agreed to allocate \$5,000 to other embassy sections and asked for a representation plan from each.

Informal Recommendation 4: Embassy Vilnius should implement the approved representation plans submitted by embassy section chiefs.

Utility Usage

The embassy's initiative to achieve energy savings has become dormant. Each individual was to receive information about his or her energy usage on a regular basis, with the aim of reducing utility expenses. However, the embassy has not followed through. In FY 2012 the embassy spent more than \$350,000 on utility expenses. The green initiative is a good one and deserves to be resurrected and realistic goals established to reduce costs.

Informal Recommendation 5: Embassy Vilnius should implement a plan to reduce utility expenses.

Valued-Added Taxes

American employees' personal value-added tax reimbursements were omitted from the previous retail price submission report. In Lithuania, diplomatic missions qualify for a value-added tax exemption on official and personal purchases. The value-added tax reimbursement is 21 percent, and additional excise taxes are reimbursed on some purchases such as alcohol and fuel. The amount of personal reimbursements is significant. From October 2012 through February 2013, more than \$35,000 was remitted to American employees, which equates to about \$84,000 annually.

Informal Recommendation 6: Embassy Vilnius should include information regarding value-added tax reimbursements on its next scheduled retail price submission report, as required by new Department of State regulations.

Human Resources

Human resources staff includes an LE human resources assistant and an administrative clerk who spends approximately 50 percent of her time on human resources. The management officer is the de facto human resources officer and interfaces regularly with the regional human resources staff based at the Frankfurt Regional Support Center.

As part of a 2008 pilot, Embassy Sofia became a processing center for some of Embassy Vilnius's human resources activities. Under a 2009 memorandum of understanding, Embassy Sofia provides basic services: maintaining the post staffing pattern and preparing routine arrival, departure, and travel messages. American staff services include maintaining post position schedules; providing health, retirement, and Thrift Savings Plan information; and making adjustments to allowances. LE staff services include position classification, performance management, and processing of personnel actions.

Although EUR and the embassy have both touted the pilot as a best practice, the OIG team found the process to be convoluted and inefficient. Some Vilnius employees have expressed frustration about the lack of a face-to-face relationship with the service provider. The process only works as well as it does because of the positive relationship between human resources staff at Embassies Sofia and Vilnius that has developed since 2009. Noted inefficiencies include the following:

- Embassy Sofia's combined financial/human resources officer supervises the Sofia human resources employees responsible for supporting Embassy Vilnius but is not included in the supervisory chain of command.
- Embassy Sofia performs position classification using the mission classification system, but the Frankfurt Regional Support Center reviews and approves the position classification.
- Embassy Vilnius sends most personnel actions via email. Embassy Sofia formats the personnel actions in proper cable form and then sends them back to Embassy Vilnius for forwarding.
- Although the 2009 agreement is between Embassies Vilnius and Sofia, the Frankfurt Regional Support Center has a major role in the arrangement. Nevertheless, Frankfurt is not included as a signatory on the agreement.

In an October 2012 trip report, the Frankfurt Regional Support Center recommended that this agreement be reassessed and that the human resources function be moved back to Embassy Vilnius. The embassy has not reviewed or reassessed the memorandum of understanding since its signing in 2009. Embassy Vilnius and Sofia staff members have not exchanged visits since 2009.

Recommendation 8: Embassy Vilnius, in coordination with Embassy Sofia, the Frankfurt Regional Support Center, and the Bureau of European and Eurasian Affairs, should transfer human resources processing services back to Embassy Vilnius. (Action: Embassy Vilnius, in coordination with Embassy Sofia, Frankfurt RSC, and EUR)

Language Designated Positions

Embassy Vilnius has 11 language designated positions across several sections: five at the 3/3 level and six at the 2/2 level. With a population of about 3 million, Lithuanians recognize that their highly complex language is not widely spoken and appreciate foreigners' attempts to converse in it. Although working proficiency in Lithuanian is useful, employees in language designated positions conduct their business in English. Typically, LE staff members serve as interpreters in cases where Lithuanian is required. No other embassy in Vilnius requires Lithuanian-language proficiency. The limited use of Lithuanian does not justify the additional 14 to 21 weeks of training at the Foreign Service Institute for students to reach the 3/3 level. Reclassifying five positions from 3/3 to 2/2 would save the Department, on average, \$100,000 every 2 years. Embassy staff members have the opportunity to improve their proficiency locally by participating in the embassy language program, and many do. Embassy Vilnius agrees with the OIG team's assessment.

Recommendation 9: Embassy Vilnius, in coordination with the Bureau of European and Eurasian Affairs, the Bureau of Human Resources, and the Foreign Service Institute, should reclassify language designated positions from the 3/3 proficiency level in Lithuanian to the 2/2 level. (Action: Embassy Vilnius, in coordination with EUR, DGHR, and FSI)

Local Employee Association

The most pressing concern among LE staff members is the viability of the Lithuanian pension system. Local news articles have reported that the state pension administrator has used pension funds for unrelated purposes, and there is speculation that the pension system could become bankrupt. If this occurs, LE staff members will likely lose their contributions. In addition, LE staff believes that the pension amount is insufficient to live on. On a positive note, their medical insurance annual reimbursable amount was increased recently. There are other retirement options that the embassy could pursue either to replace or supplement the existing plan that would provide employees with the security they deserve and prevent erosion of otherwise good morale.

Recommendation 10: Embassy Vilnius, in coordination with the Bureau of Human Resources, should explore establishing an offshore retirement plan for locally employed staff. (Action: Embassy Vilnius, in coordination with DGHR)

Locally Employed Staff Evaluations

As of May 2013, seven LE staff evaluations were seriously delinquent. One evaluation was 15 months overdue. There were no records showing that supervisors were held accountable for late submissions. Embassy Sofia is responsible for controlling and monitoring the timely submission of LE staff evaluation reports, which are vital for employee morale and professional development.

Informal Recommendation 7: Embassy Vilnius should establish a procedure whereby supervisors who submit late evaluations on locally employed staff have this fact placed in their own evaluation reports.

Rest and Recuperation Travel

In May 2012 the Bureau of Administration, Office of Allowances reviewed embassies and constituent posts receiving rest and recuperation travel. As part of the review, the bureau recertified 12 embassies to continue receiving this benefit, including Vilnius. Notwithstanding this recertification, the inspectors found several discrepancies between the April 2012 hardship differential questionnaire summary report and the community liaison office's semiannual activity reports. The hardship differential report states that "public transportation is poorly maintained and unreliable," whereas the community liaison report states, "public transportation in Vilnius is reliable, safe, and inexpensive." The hardship report further states that "permanent housing is inadequate," whereas the community liaison report states, "housing does not affect the overall quality of life of people at post." Housing received an ICASS score of 4.56 on a 5-point scale. On OIG's survey, American officers gave the suitability of housing a 4.58 score on the same scale. Several other contradictions exist regarding living conditions, transportation, and food. The OIG team questions whether rest and recuperation is necessary for Embassy Vilnius American staff. Embassy Vilnius spent \$45,000 on rest and recuperation travel in FY 2012.

Recommendation 11: Embassy Vilnius should revise its hardship differential report to reflect accurate living conditions for American staff and submit the report to the Bureau of Administration for a determination on whether rest and recuperation travel benefits are still warranted. (Action: Embassy Vilnius, in coordination with A)

General Services

The general services unit capably handles customs and shipping, housing, motor pool, procurement, personal property management, and travel operations. A second-tour general services officer provides good leadership to 10 LE staff members.

Procurement

Three indefinite delivery contracts for shipping services, each totaling about \$45,000, do not include the mandatory Federal Acquisition Regulation clause 52.222-50 (Combating Trafficking in Persons). The procurement agents state that the clause was not included in earlier overseas contract models. The Federal Acquisition Regulation states that the clause must be included in all U.S. Government contracts. The procurement unit will recomplete these contracts on June 14, 2013, and will include the appropriate trafficking in persons clauses at that time.

Informal Recommendation 8: Embassy Vilnius should include Federal Acquisition Regulation clause 52.222-50 pertaining to trafficking in persons in all contracts.

The procurement unit does not have a written standard operating procedure for unclassified and secure procurements. This deficiency was identified by a Frankfurt Regional Support Center review team but has not been resolved. An unclassified and secure procurement policy is important to avoid misunderstanding about how to procure items for classified areas.

Recommendation 12: Embassy Vilnius should issue an unclassified and secure procurement policy and post it on the embassy SharePoint site. (Action: Embassy Vilnius)

The contracting officer has not properly designated contracting officer's representatives for seven contracts. According to 14 *Foreign Service Handbook (FAH)*-2 H-143.2, the contracting officer is responsible for preparing a contracting officer's representative delegation memorandum that outlines the scope of the representative's authority to act on behalf of the contracting officer, including duties, responsibilities, and prohibitions. The contracting officer's representative function is critical for monitoring the receipt of Department-contracted goods and services and for maximizing the effectiveness of contractor support.

Recommendation 13: Embassy Vilnius should prepare a contracting officer's representative delegation memorandum and include this memorandum in all contracts. (Action: Embassy Vilnius)

Four employees acting as contracting officer's representatives have not received training. Regulation 14 FAH-2 H-143.1 states that all contracting officer's representatives must be certified and take 40 hours of Department-approved training before assuming their duties. Lack of proper training diminishes the effectiveness of representatives and undermines the purpose of this important function.

Recommendation 14: Embassy Vilnius should implement procedures requiring that all designated contracting officer's representatives be certified and take 40 hours of Foreign Service Institute mandatory training. (Action: Embassy Vilnius)

Some contract files lack the memorandum appointing the contracting officer's representative and the contracting officer's training certification. Letters documenting contractor performance are also absent. The Frankfurt Regional Support Center reviewed several purchase order files and also found missing documentation, including technical evaluations, sole source justifications, and cost/price analyses. Such documentation is important for resolving contract disputes and performance issues.

Recommendation 15: Embassy Vilnius should conduct periodic reviews of its contract, purchase order, and blanket purchase order files to determine whether they contain required documentation and update the files as necessary. (Action: Embassy Vilnius)

The procurement unit does not have a formal acquisition plan. According to 14 FAH-2 H-320 guidelines, acquisition planning is the key to using funds effectively and accomplishing program objectives economically. The plan is also helpful in establishing lead times for procurement actions and requiring offices.

Informal Recommendation 9: Embassy Vilnius should create an acquisition plan for FY 2014.

Personal Property Management

Despite the absence of a warehouse, the personal property management section does an adequate job of managing nonexpendable and expendable inventories valued at about \$3.1 million. Shortages are low, at 0.56 percent. In 2012 the section implemented a furniture pool. The Defense attaché office elected not to join. Although the Department strongly encourages all agencies to join the furniture pool to save cost and increase efficiency, participation is not mandatory. OBO and the Defense attaché office maintain separate warehouses.

Warehousing

The general services unit does not have a warehouse. The unit stores nonexpendable and expendable inventories in offices in the management and public affairs buildings deemed unsafe for personnel. The unit also stores some items in an on-compound garage. Although this arrangement is cost effective because the embassy does not incur lease costs, it is not ideal.

Informal Recommendation 10: Embassy Vilnius should explore other warehousing alternatives, including leasing a single warehouse for all agencies, using the expedited logistic program, and reconfiguring current space use for warehousing.

Informal Recommendation 11: Embassy Vilnius should dispose of and auction old and obsolete inventory items.

Facilities Management

An experienced facilities manager effectively maintains two U.S. Government-owned properties: the 5-acre embassy compound (chancery, management building, public affairs building, and Marine house) and the chief of mission residence.

A multiphase major rehabilitation project totaling an estimated \$48 million is planned. Phase one, completed in October 2010, was a \$15 million partial chancery renovation and consular section addition. Phase two is a \$23 million project to add an additional floor to the chancery. Phase two has been delayed because the contractor was terminated for cause. The project is in the process of reaward, and the completion date is unknown. Phase three is an \$11 million project to renovate other embassy compound buildings, including the management building, public affairs building, and Marine house. This project phase has not been awarded. The overall project is intended to correct current fire and life safety, heating, ventilation, and air conditioning system deficiencies and is also discussed in the classified annex to this report.

The October 2011 OBO Safety, Health, and Environment Management report identified 107 issues. There are still 45 uncorrected deficiencies, all of which are to be addressed in the multiphase rehabilitation project. As previously identified in the Frankfurt Regional Support Center report, the facilities manager has not received post occupation, health, and safety officer training.

Informal Recommendation 12: Embassy Vilnius should provide the facilities manager with post occupation, health, and safety officer training.

Information Management

The embassy's IM program currently meets the needs of all users and provides the appropriate level of information systems security. IM services received excellent customer reviews both in the most recent ICASS ratings and in OIG survey questionnaires. Two American officers, an IM officer, an IM specialist, and five LE staff assistants support the embassy's unclassified and classified systems, diplomatic post office and pouch services, and telephone operations. The unclassified OpenNet system consists of 15 servers with 153 workstations, and the classified system network has 5 servers with 23 workstations.

The IM officer arrived at the embassy 10 months ago. At that time, a number of IM areas had been neglected by previous management, including out-of-date software and hardware inventories, lack of access control procedures, and the accumulation of obsolete information technology property. The IM officer established priorities to address the most critical issues first. At the time of the inspection, access control procedures were in place and inventories for software and hardware were up to date.

The IM officer recently completed an information technology contingency plan and has complied with all recommendations from the 2012 computer security assessment. The embassy expects to replace its Meridian 11c telephone system with a new system during the upcoming OBO renovation project. Both of the American IM positions are currently fully funded from the embassy program budget, even though they provide support to ICASS elements within the mission. This issue is addressed in the Resource Management section of the report.

Inventory Control

The embassy has excess information technology inventory pending disposal. The inventory has built up over the years in a number of areas within the embassy, including corridors. Competing priorities have prevented the IM officer from addressing this matter, which the officer plans to resolve with the addition of part-time staff from the summer intern program. According to 14 *Foreign Affairs Manual* (FAM) 427.1, property that is no longer needed by a post should not be allowed to accumulate in office spaces. Transferring the excess equipment will streamline property records and reduce the potential threat of loss or mishandling.

Recommendation 16: Embassy Vilnius should dispose of excess information technology property and update property inventory records. (Action: Embassy Vilnius)

Dedicated Internet Networks

Embassy Vilnius has nine Dedicated Internet Networks (DIN) but has not registered most of them with the Bureau of Information Resource Management as required by 5 FAM 872.2. There are no standard operating procedures for maintaining the networks or clear justifications for their use, such as for the three DINs that serve the chief of mission residence. Lack of appropriate management and security of DINs can potentially expose government-owned computers to vulnerabilities.

Recommendation 17: Embassy Vilnius should inventory and consolidate all Dedicated Internet Networks and register them with the Bureau of Information Resource Management. (Action: Embassy Vilnius)

Quality of Life

Staff morale is high. The region offers abundant travel, sightseeing, cultural, and sports options. Vilnius has good shopping, nightlife, and restaurants. The most common complaints among American officers and families are about Vilnius's long, cold, and dark winters and the uneven quality of local medical services. Officers currently receive a 20 percent cost of living adjustment, a 5 percent hardship differential, and two rest and recuperation breaks for serving a 3-year assignment.

On OIG's survey, officers scored all 18 quality of life categories above 4, indicating a high degree of satisfaction. There is strong support for the community liaison office and the medical unit.

Employee Association

The employee association was established only recently. The Department's Office of Commissary and Recreation Affairs signed the charter in April 2013. The goal of the association is to raise money to support community liaison office activities. The association has established a business plan that it is in the process of implementing. To maintain proper internal controls, it is important that the association not allow the community liaison office to handle association funds.

Community Liaison Office

The community liaison office delivers excellent services and received high scores on OIG questionnaires. Each of the two co-coordinators works 20 hours per week. Both have taken required training and attend meetings of the housing board, emergency action committee, post employment committee, and country team.

Medical Unit

The medical team, including a regional medical officer-psychiatrist, a regional medical officer, an LE staff physician, and an LE staff nurse provide quality care to the mission community. The regional medical officers based in Moscow and Warsaw make quarterly visits.

Schools

There are no issues with [Redacted] (b) (5), [Redacted] (b) (6). Deficiencies found in the Department's May 2011 regional education officer report were resolved. Parents are satisfied with the school's curriculum and activities.

Management Controls

The annual chief of mission controls statement of assurance, dated July 20, 2012, identified no material weaknesses or reportable conditions. The management controls coordinator provided a list of 2012 reviews performed to support the statement of assurance. The coordinator discussed the results of the risk assessment and management controls review with section heads and the Ambassador.

Cashiering

The inspector observed an unannounced cash verification and found the cashier's accountability to be in balance. The cash advance of [Redacted] (b) (5) is adequate to cover embassy operating expenses. The alternate cashier has a cash advance of [Redacted] (b) (5) in U.S. currency and less than [Redacted] (b) (5) in local currency. At times, the cashier recoups the alternate's entire cash advance, leaving no money available for the alternate cashier in case of an emergency.

Informal Recommendation 13: Embassy Vilnius should allot funds to the alternate Class B cashier on a permanent basis.

Travel

The embassy has not issued tickets for business- or premium-class air travel. The travel unit adheres to the Fly American Act guidelines.

Unliquidated Obligations

The embassy has done an excellent job of removing unliquidated obligations from the books. None exists prior to FY 2011.

List of Recommendations

Recommendation 1: Embassy Vilnius should schedule and conduct weekly one-on-one meetings between the Ambassador and section heads to review planning and reinforce more open communication between the Ambassador and embassy staff. (Action: Embassy Vilnius)

Recommendation 2: Embassy Vilnius, in coordination with the Bureau of European Affairs, should revise its political and economic reporting plan to include specific deliverables, staff responsibilities, and timelines. (Action: Embassy Vilnius, in coordination with EUR)

Recommendation 3: Embassy Vilnius should implement a policy requiring American officers and the grants coordinator in the public affairs section to take grants courses offered by the Foreign Service Institute. (Action: Embassy Vilnius)

Recommendation 4: The Bureau of European and Eurasian Affairs, in coordination with the Bureau of Human Resources and the Bureau of Consular Affairs, should eliminate the rotation of Embassy Vilnius consular positions 30-010126 and 14-022002. (Action: EUR, in coordination with DGHR and CA)

Recommendation 5: The Bureau of Consular Affairs, in coordination with the Bureau of Human Resources and the Bureau of European and Eurasian Affairs, should designate the vice consul position at Embassy Vilnius as a Russian-speaking position. (Action: CA, in coordination with DGHR and EUR)

Recommendation 6: Embassy Vilnius, in coordination with the Bureau of European and Eurasian Affairs and the Bureau of the Comptroller and Global Financial Services, should remove the \$67,500 requested for the combined financial management officer/human resources officer position from the mission FY 2013 International Cooperative Administrative Support Services target budget. (Action: Embassy Vilnius, in coordination with EUR and CGFS)

Recommendation 7: Embassy Vilnius, in coordination with the Bureau of European and Eurasian Affairs and the Bureau of the Comptroller and Global Financial Services, should convert one information management position in Vilnius to an International Cooperative Administrative Support Services position. (Action: Embassy Vilnius, in coordination with EUR and CGFS)

Recommendation 8: Embassy Vilnius, in coordination with Embassy Sofia, the Frankfurt Regional Support Center, and the Bureau of European and Eurasian Affairs, should transfer human resources processing services back to Embassy Vilnius. (Action: Embassy Vilnius, in coordination with Embassy Sofia, Frankfurt RSC, and EUR)

Recommendation 9: Embassy Vilnius, in coordination with the Bureau of European and Eurasian Affairs, the Bureau of Human Resources, and the Foreign Service Institute, should reclassify language designated positions from the 3/3 proficiency level in Lithuanian to the 2/2 level. (Action: Embassy Vilnius, in coordination with EUR, DGHR, and FSI)

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List of Informal Recommendations

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

Informal Recommendation 1: Embassy Vilnius should revise position descriptions for local staff in the public affairs section.

Informal Recommendation 2: Embassy Vilnius should eliminate the first of its two daily press briefings.

Informal Recommendation 3: Embassy Vilnius should include officers and locally employed staff from other sections on the public affairs section's grants award committee.

Informal Recommendation 4: Embassy Vilnius should implement the approved representation plans submitted by embassy section chiefs.

Informal Recommendation 5: Embassy Vilnius should implement a plan to reduce utility expenses.

Informal Recommendation 6: Embassy Vilnius should include information regarding value-added tax reimbursements on its next scheduled retail price submission report, as required by new Department of State regulations.

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Informal Recommendation 12: Embassy Vilnius should provide the facilities manager with post occupation, health, and safety officer training.

Informal Recommendation 13: Embassy Vilnius should allot funds to the alternate Class B cashier on a permanent basis.

Principal Officials

	Name	Arrival Date
Ambassador	Deborah McCarthy	02/2013
Deputy Chief of Mission	Anne Hall	09/2010
Chiefs of Sections		
Management	Alboino Deulus	08/2010
Consular	Anthony Beaver	08/2011
Political/Economic	J. Alexander Hamilton	07/2012
Public Affairs	Jonathan Berger	10/2010
Regional Security	Michael Twining	08/2011
Other Agencies		
Department of Treasury	Thomas Stevens	07/2012
Defense Attaché Office	Jeffrey Jeanette	07/2011
Department of Agriculture	Eric Weinberg (Warsaw)	08/2007
Office of the Legal Attaché	Kirk J. Streibich (Talinn)	04/2006
Federal Aviation Administration	Paul Feldman (Brussels)	11/1999

Abbreviations

ATM	Automated teller machine
DCM	Deputy chief of mission
Department	U.S. Department of State
DIN	Dedicated Internet Networks
EU	European Union
EUR	Bureau of European and Eurasian Affairs
FAH	<i>Foreign Affairs Handbook</i>
FAM	<i>Foreign Affairs Manual</i>
ICASS	International Cooperative Administrative Support Services
ICS	Integrated Country Strategy
IM	Information management
LE	Locally employed staff
M/PRI	Office of Management Policy, Rightsizing, and Innovation
MRR	Mission Resource Request
NATO	North Atlantic Treaty Organization
OBO	Bureau of Overseas Buildings Operations
PAS	Public affairs section



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