



OIG

Office of Inspector General

U.S. Department of State • Broadcasting Board of Governors

ESP-16-04

Office of Evaluations and Special Projects

September 2016

Department of State Has Administrative Leave Policies but Lacks Complete and Accurate Data on the Use of Leave

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OIG HIGHLIGHTS

ESP-16-04

What OIG Evaluated

In response to a request from Congress, the Office of Inspector General (OIG) evaluated the use of administrative leave at the Department of State (Department). The objectives of this evaluation were (1) to describe the Department's administrative leave policies and (2) to determine the amount of administrative leave Department employees used from January 2011 to January 2015 and the circumstances surrounding the use of such leave.

What OIG Recommends

OIG made two recommendations to the Department to ensure that its new payroll systems can collect information regarding the justification for granting administrative leave and to identify and remedy the causes of the discrepancy with its administrative leave records.

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OFFICE OF EVALUATIONS AND SPECIAL PROJECTS

Department of State Has Administrative Leave Policies but Lacks Complete and Accurate Data on the Use of Leave

What OIG Found

Administrative leave is granted to employees as an authorized absence from duty without loss of pay or use of leave for various reasons unrelated to employee conduct, such as blood donations and weather-related closures. It may also be granted to employees who are under investigation for misconduct.

At the Department of State, administrative leave can be authorized in 26 circumstances not related to conduct. Employees under investigation for misconduct may also be placed on administrative leave if their continued presence in the workplace may pose a threat to the employee or to others, may result in loss of or damage to government property, or may otherwise jeopardize legitimate government interests. Conduct-related administrative leave over 16 hours may only be granted by the Deputy Assistant Secretary of Human Resources.

OIG intended to determine the amount of administrative leave used by Department employees from January 2011 to January 2015 and the circumstances surrounding the use of such leave. However, the Department did not provide OIG with sufficient data to make these determinations. Consequently, OIG is unable to make any assessments about the Department's use of administrative leave. OIG identified two key deficiencies in the data the Department provided: (1) the Department lacks a centralized source of information regarding the justification for why administrative leave is granted and (2) HR data on the hours of administrative leave used conflicts with data from individual employing offices.

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OBJECTIVES AND METHODOLOGY

The Office of Personnel Management (OPM) defines administrative leave as “an administratively authorized absence from duty without loss of pay or charge to leave.”¹ OPM issues Government-wide guidance on leave administration but does not regulate how administrative leave is authorized. Rather, each Federal agency has the authority to create its own administrative leave policies.² In October 2014, the Government Accountability Office (GAO) issued a report examining the use of administrative leave within the Federal government that included summary data from OPM on administrative leave for 24 Federal agencies.³ GAO did not include data from the Department because the Department does not report administrative leave to OPM as a distinct category. Department officials explained to GAO that while administrative leave is recorded as such in the Department’s time and attendance system, it is recorded as regular duty in the Department’s payroll system, from which leave data is reported to OPM.⁴ Therefore, the Department currently reports all administrative leave to OPM as regular duty time.⁵

As a result of the GAO report, OIG received a Congressional request for information about the Department’s use of administrative leave.⁶ In response, OIG initiated an evaluation to (1) describe the Department’s administrative leave policies and (2) determine the amount of administrative leave used by Department employees from January 2011 to January 2015 and the circumstances surrounding the use of such leave. To conduct this work, OIG reviewed the Foreign Affairs Manual (FAM) and Foreign Affairs Handbook (FAH) and various Department notices related to administrative leave.⁷ OIG also obtained data on administrative leave granted to Department employees from 2011 through 2015 from the Bureau of Human Resources (HR). For several of these employees, OIG also reviewed select records from the Time and Attendance Telecommunications Line (TATEL) system, the Department’s time and attendance tracking system.

¹ OPM, *Pay & Leave. Leave Administration, Fact Sheet: Administrative Leave*, available at <https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/administrative-leave/>.

² Federal agencies have the ability to establish administrative leave policies through their more general authority to set regulations for their organizations. 5 U.S.C. § 301. *See also* Government Accountability Office (GAO), *Civilian Personnel Law Manual Title II—Leave* (GAO/OGC-96-6, March 1996).

³ Government Accountability Office (GAO), *Federal Paid Administrative Leave: Additional Guidance Needed to Improve OPM Data* (GAO-15-79, October 2014).

⁴ Agencies are required to regularly submit payroll data to OPM, which loads the data into its Enterprise Human Resources Integration (EHRI) data repository.

⁵ GAO-15-79, October 2014.

⁶ Letter from Senator Charles Grassley to Steve Linick, Inspector General, Department of State, October 21, 2014. Senator Grassley asked for a description of the Department’s administrative leave policies and the controls in place to prevent extensive use of administrative leave. Additionally, Senator Grassley asked for statistical information regarding the number of employees granted administrative leave and the reasons why.

⁷ 10 STATE 19317; 10 STATE 21032; 11 STATE 31768; 15 STATE 117212; 3 FAH-1 H3460 (03-07-2013); 3 FAH-1 H-3520 (06-22-2012); 3 FAH-1 H-4840 (04-08-2014); 3 FAM 3450 (06-22-2012); 3 FAM 3460 (12-21-2015).

OIG interviewed officials from the Bureau of Human Resources and the Bureau of the Comptroller and Global Financial Services (CGFS), which performs all corporate financial management services, programs, and systems activities, including payroll, and drew on Department regulations and guidance, OPM guidance, and GAO's report *Federal Paid Administrative Leave: Additional Guidance Needed to Improve OPM Data*.⁸ OIG conducted this work in accordance with quality standards for evaluations as set forth by the Council of the Inspectors General on Integrity and Efficiency.

DEPARTMENT POLICIES GOVERN THE USE OF NON-CONDUCT- AND CONDUCT-RELATED ADMINISTRATIVE LEAVE

Similar to OPM, the Department defines administrative leave as "an absence from duty administratively authorized or approved by the leave-approving officer [that] does not result in a charge in leave of any kind or loss in basic salary."⁹ The FAM and the FAH identify both non-conduct- and conduct-related circumstances where administrative leave can be authorized.

Administrative Leave Not Related to Conduct

There are 26 circumstances not related to conduct where administrative leave can be authorized. These circumstances include Federal holidays, voting, and hazardous weather conditions.¹⁰ The amount of time authorized by the FAM and the FAH for administrative leave in these circumstances varies from one hour to one year.¹¹ Once administrative leave is authorized,¹² it must be recorded on a Department timesheet using an "XA" designation. In contrast, regular duty hours are recorded as "RD," sick leave is recorded as "SL," and annual leave is recorded as "AL."

Given that administrative leave can be used for a variety of reasons, employees are able to include a justification for the leave in the "Employee Comments" section of the timesheet, as shown in Figure 1 of this report. For example, an employee might indicate in the comments that she used 4 hours of administrative leave because OPM delayed the opening of Federal government offices due to severe weather.

⁸ GAO, *Federal Paid Administrative Leave: Additional Guidance Needed to Improve OPM Data* (GAO-15-79, October 2014).

⁹ 3 FAM 3464.1 (November 14, 2008).

¹⁰ See Appendix A for a list of allowable uses of Administrative Leave in the Department. OIG notes that there are 25 FAM or FAH mandated circumstances and one mandated by OPM.

¹¹ The Department may grant a year of administrative leave for absence due to an injury incurred while serving abroad and resulting from war, insurgency, mob violence, or hostile action.

¹² The FAM and the FAH do not explicitly require documentation of non-conduct administrative leave. However, supervisors are responsible for ensuring that all leave, including non-conduct administrative leave, is authorized. Authorization can be granted in a number of ways, including on a Leave Application form (OPM Form 71), in an email, or by approving the employee's timesheet.

Figure 1: Example of a Timecard



U.S. Department of State
TIME AND ATTENDANCE 2016

Name: Employee John Q Pay Period: Pay Period 01 - 01-10-2016 - 01-23-2016
 Last First Middle

Day	Date	Start Time	End Time	RD	AL	SL	CU	CW	Other	LW	ND	SD	HP	OT
Sunday	01-10-2016													
Monday	01-11-2016			8.00										
Tuesday	01-12-2016			8.00										
Wednesday	01-13-2016			8.00										
Thursday	01-14-2016			8.00										
Friday	01-15-2016			4.00	4.00									
Saturday	01-16-2016													
Sunday	01-17-2016													
Monday	01-18-2016								8.00	XA				
Tuesday	01-19-2016			8.00										
Wednesday	01-20-2016			8.00										
Thursday	01-21-2016			4.00					4.00	XA				
Friday	01-22-2016			8.00										
Saturday	01-23-2016													
Period Totals:				64.00	4.00				12.00					

Employee Comments
 XA on 1/18/16 = Federal Holiday
 XA on 1/21/16 = Inclement Weather Delay

Employee certifies that regular, leave taken, and premium hrs. worked is accurate, and is in keeping with Department regulations.
 By checking this box, I, _____, certify that I am the individual submitting this document. Date (mm-dd-yyyy)

Time Keeper Certification
 By checking this box, I, _____, certify that I am the individual submitting this document. Date (mm-dd-yyyy)

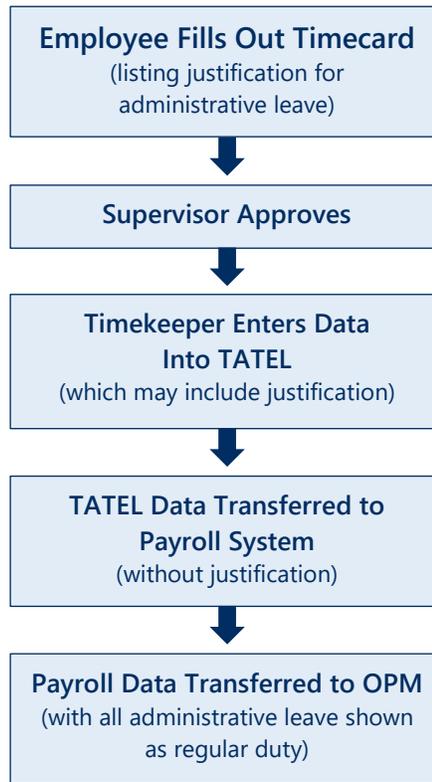
Supervisor Approved and Certified Correct
 By checking this box, I, _____, certify that I am the individual submitting this document. Date (mm-dd-yyyy)

DS-4151
01-2016

Source: Department of State, Form DS-4151.

The Department recommends that timekeepers then enter the purpose of the administrative leave in the remarks section of TATEL. The timekeeper may also enter into the remarks section a justification for an employee's use of administrative leave from information the employee's supervisor provides. Once time and attendance data is entered into TATEL, the data is transmitted to the payroll system, thereby allowing for employees to be paid. However, TATEL does not transfer the information entered into the remarks section, nor does it allow this information to be aggregated. A flowchart of this process is shown in Figure 2.

Figure 2: Timecard Data Process



Source: OIG analysis of the Timecard Data Process.

Administrative Leave Related to Conduct

OPM guidance states that administrative leave should be used only as “an immediate, temporary solution to the problem of an employee who should be kept away from the worksite.”¹³ OPM also recommends that administrative leave “should not be used for an extended or indefinite period or on a recurring basis” and agencies should “consider other options prior to use of administrative leave.”

Department policies follow this guidance and contain several controls to ensure that administrative leave is used only as a temporary solution for employees who should be kept out of the workplace. The FAM defines conduct-related administrative leave as leave authorized “when an investigation, inquiry, or disciplinary action regarding the employee’s conduct is pending, has been requested, or will be requested within 2 workdays, and the continued presence of the employee in the workplace may pose a threat to the employee or to others, or

¹³ OPM lists as examples employees whose continued presence may pose a threat to the employee or others, result in loss or damage to Government property, or jeopardize legitimate Government interests. OPM, *Pay & Leave. Leave Administration, Fact Sheet: Administrative Leave*, available at <https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/administrative-leave/>

may result in loss of, or damage to, U.S. government property, or may otherwise jeopardize legitimate U.S. Government interests.”¹⁴

The FAH limits to 16 hours the amount of conduct-related administrative leave that may be authorized by bureau executive directors, ambassadors, or deputy chiefs of mission and requires written notice to HR within one business day.¹⁵ In such cases, HR provides a checklist of considerations that the bureau should use. HR notes that the bureau is “strongly encouraged to contact the Office of Employee Relations when considering conduct-related administrative leave.” According to HR, such contact allows HR officials to ensure that there is a well-defined reason the employee should be removed from the workplace. Once placed on conduct-related administrative leave, the leave must be recorded on Department timesheets using the “XA” designation and the remarks section should reflect the reason for the leave.

If a bureau wishes to place an employee on conduct-related administrative leave in excess of 16 hours, the bureau must seek approval from the Deputy Assistant Secretary for HR with responsibility for employee discipline.¹⁶ In seeking approval, the bureau must provide a written request that includes:

- Specific information about the conduct issue.
- The problem caused by the employee’s continued presence in the workplace.
- Actions management will take while the employee is on leave.
- Consideration given to other alternatives and the feasibility of such alternatives.

The Deputy Assistant Secretary told OIG that he and his staff carefully scrutinize each request to ensure that there is sufficient documentation that an employee’s continued presence in the workplace poses an actual problem. They also encourage the bureau to explore other alternatives and have, in some cases, referred the issue to the Office of Civil Rights, the Office of the Ombudsman, or the Bureau of Medical Services. The Deputy Assistant Secretary has disapproved administrative leave requests when alternatives exist or when there is insufficient documentation of a problem.

Even when HR approves a request for administrative leave, leave is only authorized for a 30 day maximum. According to HR, this incremental approach ensures that it will reevaluate the employee’s status periodically to determine whether administrative leave continues to be necessary. HR identified three main justifications to place an employee on administrative leave for over 16 hours: loss of security clearance, medical-related issues, and violence or threatening conduct. According to HR, these issues often overlap.

¹⁴ 3 FAM 3464.1-2 (March 18, 2013).

¹⁵ 3 FAH-1 H-3461.6-1 (a)-(b) (March 7, 2013).

¹⁶ 3 FAH-1 H-3461.6-2 (c) (March 7, 2013)

THE DEPARTMENT'S ADMINISTRATIVE LEAVE DATA IS INCOMPLETE AND INACCURATE, THOUGH MORE COMPLETE INFORMATION EXISTS ON CONDUCT-RELATED LEAVE

As part of this evaluation, OIG obtained from the Department data on the amount of administrative leave used by Department employees from 2011 through 2015 and the circumstances surrounding the use of such leave. However, the Department did not provide OIG with sufficient and accurate data to make these determinations. Consequently, OIG is unable to make any assessments about the Department's use of administrative leave.

In response to OIG's request for information on administrative leave granted to Department employees, HR provided a report created by CGFS using TATEL data transferred to the payroll system. According to this data, the Department recorded 8.36 million hours of administrative leave for 33,205 employees from January 2011 to January 2015; however, their data was unreliable. Specifically, OIG identified two key deficiencies in the data that the Department provided.

Lack of Justification for Use of Administrative Leave: The data did not contain any information on why administrative leave was granted to employees. According to HR, payroll system administrators do not transfer the TATEL information that documents the justification for the use of administrative leave, and the Department does not maintain any other centralized data on such justifications. Currently, the only way to determine the justification for an employee's administrative leave is to review the timesheet, ask the employee, or ask the employing bureau. The Department is currently updating its payroll systems, including modernization of its time and attendance systems. Once this project is completed, there will be more information available on specific uses of administrative leave. However, there is no expected completion date for the project.

HR Data on Administrative Leave Hours Conflicts with Data from Bureaus: OIG selected the 100 employees with the most hours of recorded administrative leave based on HR's data and requested the justification from the applicable employing bureaus.¹⁷ According to the data provided by HR, these 100 employees recorded over 320,000 hours of administrative leave during the period under evaluation. However, after reviewing the information the bureaus provided, OIG found that administrative leave hours reported by HR were incorrect for 84 of these 100 employees (84 percent). Four of the employees were on work-related travel as opposed to on administrative leave. The other 80 employees were at work on regular duty between January 2011 and January 2015—with the exception of holidays, scheduled sick and annual leave, and weather-related closures—and their time and attendance records maintained by their employing bureau

¹⁷ Every Department employee works within an office or bureau, which has responsibility for approving the employee's timesheet.

did not support the large amounts of administrative leave indicated by the HR data.¹⁸ OIG interviews with several employees and supervisors corroborated this information.

Although HR officials told OIG that timekeeping error was the most likely source of the discrepancies between the HR data and the information provided by the employing bureaus,¹⁹ reports from TATEL reviewed by OIG demonstrated that timekeeper error does not explain the entirety of the large balances of the administrative leave indicated by the HR data.²⁰

Despite these deficiencies, OIG found that more complete information exists for employees on conduct-related administrative leave. For example, sixteen of the 100 employees OIG reviewed had accurately recorded administrative leave and 15 of these were conduct-related cases. For each of these cases, HR confirmed that it had followed Department policy in granting administrative leave to ensure that the employee's continued presence in the workplace posed a serious problem. These employees represented approximately 63,000 hours of administrative leave in the four-year period.²¹

¹⁸ Additionally, at least one office did not retain leave records for an employee in question, which is in violation of rules set forth in the FAH requiring offices to maintain time and attendance records for six years. 4 FAH-3 H-524.1 (March 17, 2015).

¹⁹ HR stated that timekeepers could enter other types of common payroll data, such as temporary duty or travel duty, as administrative leave because of a misunderstanding of the timekeeping codes.

²⁰ To test HR's theory about timekeeper error, OIG selected five employees whose HR administrative leave records were inaccurate according to their employing offices. For these five employees, OIG obtained TATEL reports showing what timekeepers entered into TATEL for the pay periods in question. For two employees, these reports showed that timekeepers entered regular duty hours, sick leave, and annual leave into the system. When used, the administrative leave code coincided with Federal holidays, weather-related closures, or other legitimate uses of administrative leave. For the other three employees, timekeeper error might explain some of the administrative leave indicated by the data, but not all. For example, all three had extensive time attributed to training and the reports indicate that the timekeeper incorrectly entered the administrative leave code. Training should be entered as regular duty time.

²¹ According to HR, one of the reasons for these large balances is the difficulty in finding alternative work assignments or locations for employees who are on administrative leave because their security clearances have been suspended. The nature of the Department's work limits the number of positions for which a security clearance is not required. Department offices may have unclassified work that employees can perform, but those employees would have to be escorted and monitored because most offices are secure spaces. Furthermore, employees who have had their clearances suspended may pose a risk even in unclassified areas.

RECOMMENDATIONS

To ensure that administrative leave is accurately reported and tracked, OIG recommends the following to the Bureau of Human Resources and the Bureau of Comptroller and Global Financial Services (CGFS). CGFS provided written comments which are reprinted in Appendix B.

Recommendation 1: The Bureau of the Comptroller and Global Financial Services, in conjunction with the Bureau of Human Resources, should ensure that its new payroll systems have the ability to collect information regarding the justification for why administrative leave is granted.

Management Response: In its September 26, 2016, response, the Bureau of the Comptroller and Global Financial Services concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the new payroll systems will include this feature.

Recommendation 2: The Bureau of Human Resources, in conjunction with the Bureau of the Comptroller and Global Financial Services, should identify and remedy the causes of the discrepancy with its administrative leave records.

Management Response: The Bureau of Human Resources did not provide formal written comments, but concurred with this recommendation via email.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of an attempt to reconcile the administrative leave data.

APPENDIX A: USES OF ADMINISTRATIVE LEAVE AT THE DEPARTMENT OF STATE

When Used	Time Frame Limit	Regulations
Reason 1: Conduct-Related Administrative Leave		
When an investigation, inquiry, or disciplinary action regarding an employee's conduct is pending, has been requested, or will be requested within 2 workdays and the employee's presence in the workplace is a threat to the employee or to others, or may result in loss of, or damage to, U.S. government property, or may otherwise jeopardize legitimate U.S. Government interests.	Up to 16 hours may be excused by the Executive Director for Foreign Service and Civil Service employees in the U.S. or by the Ambassador or Deputy Chief of Mission at Post for Foreign Service Employees overseas. More than 16 hours may be excused by the Deputy Assistant Secretary for HR with the disciplinary portfolio.	3 FAH-1 H-3461.2-2 3 FAH-1 H-3461.6 3 FAM 3464.1-2
Reason 2: Voting		
The polls are not open three hours before or after regular work hours or exceptional circumstances require the employee to be absent for one full workday to vote if the polls are beyond a normal commuting distance and absentee ballots not permitted.	Written request is required for excused absence in excess of 3 hours. Time off in excess of 1 day must be charged to annual leave where available, otherwise to leave without pay.	3 FAH-1 H-3463 3 FAM 3464.2
Reason 3: Time Zone Dislocation Adjustment Period		
Upon arrival at a new temporary or permanent duty station, which falls during an employee's normal working hours.		3 FAH-1 H-3464
Reason 4: Packing/Unpacking		
1. Permanent Transfer Abroad; 2. Post-to-post transfer; 3. Post-to-bureau transfer; 4. Transfer between bureaus located more than 100 miles apart.	Up to 16 hours for packing (Exceptional circumstances may warrant an additional 16 hours for packing). Up to 8 hours for unpacking (Exceptional circumstances may warrant an additional 8 hours for unpacking).	3 FAH-1 H-3465
Reason 5: Medical Scenarios		
For physical examinations (when required by the regulations or by the induction/enlistment in the Armed Forces) and outpatient treatment while injured in the performance of duty.		3 FAM 3464.1-1
For time spent in health rooms.	Up to 1 hour; excess time is charged to sick leave.	3 FAM 3464.1-1

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When Used	Time Frame Limit	Regulations
Blood donation	If eligible to donate, up to 4 hours may be excused in addition to travel time and time spent donating blood. If ineligible to donate, only travel time is excused.	3 FAM 3464.1-1
Bone marrow donation	For full-time employees, up to 7 days in a calendar year to serve as a bone marrow donor. For part-time employees and employees on uncommon tours of duty, amounts are pro-rated.	3 FAM 3464.6
Organ donation	For full-time employees, up to 30 days in a calendar year to serve as an organ donor. For part-time employees and employees on uncommon tours of duty, amounts are pro-rated.	3 FAM 3464.6
Reason 6: Funerals		
To participate as active pallbearers or guards of honor in funerals for members of the Armed Forces whose remains are returned to the U.S. for final interment.	Up to 4 hours.	3 FAM 3464.1-1
Non-combat zone family member death	Up to 8 hours to make arrangements/attend funeral/memorial services for immediate relatives killed in the line of duty while serving in a non-combat zone.	3 FAM 3464.4-2
Combat zone family member death	Up to 3 workdays to make arrangements/attend funeral/memorial services for immediate relatives killed in the line of duty while serving in combat zone.	3 FAM 3464.4-1
Reason 7: Holidays		
Local holidays where employee is not able to work because post is closed.		3 FAM 3464.1-1 3 FAH-1 H-3462
Federal holidays where the employee is not able to work and is in a paid status the day before or after the holiday.		5 U.S.C. § 6104 3 FAH-1 H-3522
Reason 8: Miscellaneous		
For emergencies and tardiness.	Up to 1 hour.	3 FAH-1 H-3461.3 3 FAM 3464.1-1
For utilizing the service of a Department-provided counselor.	Up to 2 hours.	3 FAH-1 H-3461.4

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When Used	Time Frame Limit	Regulations
For Foreign Service members who are grievants under Chapter 11 of the Foreign Service Act and employees serving as a representatives of those members to prepare for and present grievances.		3 FAH-1 H-3461.5
To attend incentive award ceremonies or to attend an employee's retirement ceremony.		3 FAM 3464.1-1
Group dismissals for a reasonable period due to extreme climatic conditions, civil disturbance, transportation failure, breakdown of heating/cooling systems, natural disaster, etc.		3 FAM 3464.1-1
Absence due to an injury incurred while serving abroad and resulting from war, insurgency, mob violence or hostile action.	Up to 1 year.	3 FAM 3464.5
Inclement weather that requires an employee to assist with emergency law enforcement, relief or clean-up efforts.		<i>Handbook on Pay and Leave Benefits for Federal Employees Affected by Severe Weather Conditions or Other Emergency Situations (OPM)</i>
Time-Off Awards		3 FAH-1 H-4843
Employee is serving jury duty or as a witness in connection with a proceeding involving the U.S. or a State or local government.		5 USC § 6322 3 FAM 3450
Employee is settling into their home in the United States before returning to an assignment in the United States.	Up to 15 workdays for Civil Service employees. Up to 10 workdays for Foreign Service employees.	3 FAM 3464.3
For in-transit hours for an employee who is transferring to or from a post.		3 FAM 3463
Foreign/Civil Service Examinations		3 FAM 3464.1-1

Source: Department of State policy.

APPENDIX B:



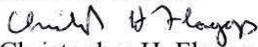
United States Department of State
Comptroller
Washington, DC 20520

September 26, 2016

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MEMORANDUM

TO: OIG – Jennifer L. Costello

FROM:  CGFS – Christopher H. Flagg

SUBJECT: Comments on the Office of Inspector General (OIG) Administrative Leave Report

Thank you for the opportunity to review and comment on the OIG's Report entitled Department of State Has Administrative Leave Policies but Lacks Complete and Accurate Data on the Use of Leave. The Bureau of the Comptroller and Global Financial Services concurs with Recommendation 1. In addition, we do not have any substantive comments to offer on the Report. For clarity purposes, the OIG may want to consider slightly revising the title to include ... Lacks Complete and Accurate Data on the Use of Administrative Leave.

If you have any questions on our comments, please contact me at (202) 261-8620.

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ABBREVIATIONS

CGFS	Bureau of the Comptroller and Global Financial Services
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
GAO	Government Accountability Office
HR	Bureau of Human Resources
OPM	Office of Personnel Management
TATEL	Time and Attendance Telecommunications Line

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