



OIG

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ISP-C-17-28

Office of Inspections

May 2017

Limited-Scope Compliance Follow-up Review of Embassy Brasilia, Brazil

BUREAU OF WESTERN HEMISPHERE AFFAIRS

May 2017
OFFICE OF INSPECTIONS
Bureau of Western Hemisphere Affairs

Limited-Scope Compliance Follow-up Review of Embassy Brasilia, Brazil

What OIG Found

- All 30 recommendations reviewed during this limited-scope follow-up of the 2013 inspection report of Embassy Brasilia were closed during the compliance phase and remain closed.
- After a two-decade delay, the Bureau of Overseas Buildings Operations purchased land for the new consulate general building in Rio de Janeiro.
- Since 2013, Embassy Brasilia's International Cooperative Administrative Support Services Council approved 64 locally employed staff positions to address staffing and workload inequities and to strengthen Mission Brazil's management platform.
- OIG determined that Embassy Brasilia mitigated officer concerns about conflict of interest issues with the implementation of a standard operating practice for soliciting donations for the annual July 4th event.

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OIG HIGHLIGHTS

ISP-C-17-28

What OIG Inspected

OIG conducted a limited-scope compliance follow-up review of Embassy Brasilia from February 6 until February 17, 2017. This review evaluated the implementation of 30 of the 54 recommendations primarily related to management and information technology issues at Embassy Brasilia.

What OIG Recommended

OIG issued no recommendations in this report.

CONTENTS

EVALUATION OF COMPLIANCE.....	1
Context	1
Compliance Overview	1
NEW CONSULATE GENERAL SITE	1
INTERNAL CONTROLS.....	2
PUBLIC DIPLOMACY.....	5
CONTRACTS	5
LOCALLY EMPLOYED STAFF ISSUES.....	6
VOUCHER PROCESSING	7
DIPLOMATIC MAIL AND POUCH OPERATIONS	8
INFORMATION TECHNOLOGY	9
GENERAL SERVICES.....	11
PRINCIPAL OFFICIALS.....	13
APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY.....	14
APPENDIX B: STATUS OF 2013 INSPECTION RECOMMENDATIONS	15
Appendix C: MANAGEMENT RESPONSES	20
ABBREVIATIONS	27
INSPECTION TERMS AND DEFINITIONS	28

EVALUATION OF COMPLIANCE

Context

In September 2013, OIG published the report on its inspection of Embassy Brasilia and three constituent posts.¹ A summary of key findings in that report included:

- Embassy Brasilia expanded rapidly to provide a platform for U.S. economic interests and increased bilateral cooperation and to meet the demand for consular services. Consulate General Sao Paulo issued more nonimmigrant visas than any other U.S. consular section in the world.
- The Department of State (Department) and Embassy Brasilia's effort to eliminate the backlog of nonimmigrant visa applications were remarkable. The coordination involving two proposed consulates and the relocation of a third consulate, however, needed improvement. Embassy Brasilia and the Bureau of Western Hemisphere Affairs needed senior growth coordinator positions to keep consulate projects on track.
- The Consulate General Rio de Janeiro facility remained the mission's most serious concern. The search for a new facility received less focus in both the mission and the Department than the situation merited.
- The embassy's Public Affairs Section effectively supported mission goals. Cultural programming suffered from the Front Office's lack of vision and micromanagement of grants.

Compliance Overview

Between the publication of the inspection report in September 2013 and the start of this compliance follow-up review (CFR) on February 6, 2017, OIG assessed the actions reported by Embassy Brasilia, the Bureau of Consular Affairs, and four other bureaus on the report's 54 recommendations. OIG had closed all 54 recommendations based on acceptable compliance before the start of the CFR. This limited-scope compliance follow-up review evaluates the implementation of 30 of the 54 recommendations primarily related to management and information technology issues at Embassy Brasilia.² After its review, OIG determined that all 30 recommendations should remain closed.

NEW CONSULATE GENERAL SITE

In the 2013 inspection, OIG reported that the consulate general building in Rio de Janeiro remained a security challenge because of minimal setback. OIG had made recommendations to find a new site for at least two decades. Sites proposed to date were unsuitable because of

¹ OIG, *Inspection of Embassy Brasilia and its Constituent Posts* (ISP-I-13-40A, September 30, 2013).

² The recommendations OIG reviewed were 5, 6, 9, 11, 23, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52 and 53.

security, access, or rezoning issues. OIG recommended that Embassy Brasilia investigate all possibilities, including commercial office space, for a new facility for Consulate General Rio de Janeiro that met the 2018 timeline set by the Bureau of Overseas Buildings Operations (Recommendation 6).

During this review, OIG confirmed that the Bureau of Overseas Buildings Operations purchased land for the new building in Rio de Janeiro.

As a result, OIG determined that Recommendation 6 remains closed.

INTERNAL CONTROLS

Representation and Travel Funding

In the 2013 inspection report, OIG found that Embassy Brasilia lacked collaborative and strategic planning for use of its representation and travel funds. To improve transparency, OIG recommended that Embassy Brasilia develop coordinated and appropriate travel and representational budgets for all mission sections (Recommendation 5).

During the CFR, OIG determined that Embassy Brasilia established mission-wide representation and travel budgets for FY 2016 and FY 2017. The Financial Management Center distributed and tracked representation and travel expenses for the embassy and its constituent posts.

As a result, OIG determined that Recommendation 5 remains closed.

Ethics

In the 2013 inspection, OIG reported that the burden of soliciting donations for the annual July 4th celebration fell on the consular staff at Consulate General Sao Paulo. Because of the prominence of firms in Sao Paulo and because consular officers adjudicated visa applications for the staff of these firms, consular staff's involvement in soliciting donations could have created an appearance of a conflict of interest. OIG recommended that Embassy Brasilia refrain from assigning officers from within consular sections to the task of soliciting donations for July 4th celebrations (Recommendation 51).

During this review, OIG determined that Embassy Brasilia mitigated concerns about conflict of interest issues by implementing a standard operating practice for soliciting donations for the annual July 4th event. The embassy sent out templates for soliciting donor contributions and scripted instructions for following up on contributions. The embassy also instructed officers who believe a conflict of interest exists with a visa adjudication to recuse themselves and pass the adjudication to another officer. These actions met the intent of OIG's original recommendation.

As a result, OIG determined that Recommendation 51 remains closed.

Mission Staffing

OIG found in the 2013 inspection that Embassy Brasilia had not distributed management staffing and workload evenly among the embassy and constituent posts. Failure to match staffing with operational needs resulted in inadequate customer service and internal controls. OIG recommended that Embassy Brasilia complete an analysis of its International Cooperative Administrative Support Services staffing and make adjustments as needed (Recommendation 9).

During this review, OIG verified that Embassy Brasilia conducted a comparative analysis of its mission-wide program growth and management support platform. Since 2013, Brasilia's International Cooperative Administrative Support Services Council approved 64 locally employed (LE) staff positions to address staffing and workload inequities and to strengthen the embassy's management platform

As a result, OIG determined that Recommendation 9 remains closed.

Consular Collections

In the 2013 inspection, OIG found that consular subcashiers at Consulates General Rio de Janeiro and Sao Paulo did not allow sufficient time to process daily deposits and for the Class B cashiers to prepare the required receipt of funds by the end of the work day. The consulates' failure to receive daily collections properly created vulnerability to misuse of funds. OIG recommended that Embassy Brasilia establish a work schedule that allowed consular subcashiers to close for business one hour before the end of the work day (Recommendation 52). OIG also recommended that Embassy Brasilia implement a cashier work schedule that allowed consular collections to be accounted and receipted on the day of collection (Recommendation 53).

During the CFR, OIG found that Embassy Brasilia and the constituent posts set all consular subcashiers closing hours at 3.30 p.m. to allow them sufficient time to make deposits and to allow the Class B cashier to receive and account for consular proceeds on the day of collection.

As result, OIG determined that Recommendations 52 and 53 remain closed.

Subcashier Verifications

OIG found in the 2013 inspection that Embassy Brasilia was unable to produce records of unannounced cash counts for subcashiers. OIG recommended that Embassy Brasilia require monthly cash counts of subcashiers and hold the Class B cashier accountable for maintaining full and current documentation of subcashiers (Recommendation 48).

During the CFR, OIG determined that 20 of 34 subcashiers did not complete a cash reconciliation in compliance with 4 Foreign Affairs Handbook (FAH)-3 H-397.2-3. To improve cashier internal controls, Embassy Brasilia, during this review, developed a verification tracking spreadsheet for cashiers, established a management instruction, and created an LE staff cash verification officer to oversee compliance with cashiering procedures.

As a result, OIG determined that the Recommendation 48 remains closed.

Locally Employed Staff Certifying Officer

In the 2013 inspection, OIG determined that Embassy Brasilia had not conducted the required reviews of the LE staff certifying officer activity in accordance with Department standards. The lack of oversight could have resulted in undiscovered errors and an increase in potential fraud. According to 4 FAH-3 H-065.2-2(d), LE staff certifying activity is subject to periodic unannounced review and may be subject to periodic quarterly reviews. OIG recommended that Embassy Brasilia bring the oversight of the locally employed staff certifying officer into compliance with Department standards (Recommendation 49).

During this review, OIG determined that the Deputy Financial Management Officer conducted three reviews of the LE staff certifying officer's activity during the 9-month period from April through December 2016.

As a result, OIG determined that Recommendation 49 remains closed.

Oversight of Locally Employed Staff Overtime Compensation

In the 2013 inspection, OIG determined that Embassy Brasilia did not monitor LE staff overtime costs. In FY 2012, OIG found Embassy Brasilia paid more than \$1 million in LE staff overtime. Because of the high costs incurred and potential for unauthorized overtime charges, OIG recommended that Embassy Brasilia designate one individual to oversee LE staff overtime compensation for the mission (Recommendation 50).

During the CFR, OIG verified that Embassy Brasilia designated the Financial Management Officers in Brasilia to oversee LE staff overtime compensation for the mission, leading to reduced overtime costs. In FY 2016, Mission Brazil paid \$304,097 in LE staff overtime costs.

As a result, OIG determined that Recommendation 50 remains closed.

Separation of Duties

In the 2013 inspection, OIG determined that ordering and procurement offices received invoices, which violated separation of duties standards and increased the risk of errors, waste, or wrongful acts. OIG recommended that Embassy Brasilia designate post Financial Management Offices as the billing offices for all mission transactions (Recommendation 47).

During this review, OIG verified that Embassy Brasilia centralized the payment of all invoices in Brasilia. The embassy's Financial Management Office announced in Management Instruction

15/009, dated June 12, 2015, the implementation of a Designated Billing Office as part of eInvoicing.³

As a result, Recommendation 47 remains closed.

PUBLIC DIPLOMACY

In the 2013 inspection, OIG found that the embassy did not always respond to constituent post inquiries for guidance on breaking news stories because the Information Office had not delegated some of its duties to the consulates. To ensure a more logical division of labor and a unified message, OIG recommended that Embassy Brasilia implement a plan to distribute more Information Office responsibilities to constituent posts (Recommendation 23).

During the CFR, OIG confirmed that Embassy Brasilia developed and implemented a plan to distribute more of the embassy's Information Office responsibilities to its constituent posts. These responsibilities included handling of media inquiries, interview requests, and op-eds from local media outlets.

As a result, OIG determined that Recommendation 23 remains closed.

CONTRACTS

Global Support Strategy Contract

In the 2013 inspection, OIG found that consular managers had no access to the Global Support Strategy⁴ contract and therefore were unable to determine whether the contractor met service standards. Moreover, the Bureau of Consular Affairs had not issued guidance on performance monitoring, reporting deficiencies, and service standards. OIG recommended the Bureau of Consular Affairs issue guidance to consular managers defining the service standards for Global Support Strategy contractors and explain how to monitor and report deficiencies to the contracting officer's representative (Recommendation 11).

During this review, OIG verified that the Bureau of Consular Affairs provided guidance to consular managers on the Global Support Strategy contract. In October 2015, the bureau set up a Global Support Strategy site on its intranet. This site has a wide range of information including cables, reference materials, and a list of services contractors should offer under the Global Support Strategy contract.

As a result, Recommendation 11 remains closed.

³ Electronic Invoicing (or "eInvoicing") is available within the Integrated Logistics Management System to allow Department users to electronically route, process, and approve invoices in one standard, global, web-based solution.

⁴ Global Support Strategy is a worldwide contract to provide nonimmigrant applicants with information, appointments, biometric and fee collection, and document delivery.

Contracting Officer's Representative Training

In the 2013 inspection, OIG found that several designated contracting officer's representatives did not complete the required training and did not provide adequate contractor oversight. OIG recommended that Embassy Brasilia require initial and refresher training for designated contracting officer's representatives (Recommendation 28).

During the CFR, OIG determined that all designated contracting officer's representatives completed training required by the Department's Office of the Procurement Executive.

As a result, OIG determined that Recommendation 28 remains closed.

LOCALLY EMPLOYED STAFF ISSUES

Standard Operating Procedure on Handling Discipline Issues

OIG found in its 2013 inspection that Embassy Brasilia had no agreed-upon guidelines or standard operating procedures regarding LE staff discipline, which caused confusion within the mission. For example, in one case, a lack of communication resulted in the embassy reinstating an LE staff member terminated by Consulate General Sao Paulo. OIG recommended that Embassy Brasilia implement standard operating procedures, including provisions for terminations, for LE staff members (Recommendation 33).

During the CFR, OIG confirmed that Embassy Brasilia established standard operating procedures for LE staff discipline. The embassy posted the table of offenses on the mission's SharePoint site.

As a result, Recommendation 33 remains closed.

Mission-Wide Training Plan

In the 2013 inspection, OIG found that Embassy Brasilia lacked a training plan for its LE staff. Because of reduced productivity, OIG recommended that Embassy Brasilia solicit training needs from across the mission and implement a comprehensive training plan (Recommendation 34).

During this review, OIG confirmed that Embassy Brasilia had a training plan. Management Instruction 14/009, dated July 21, 2014, outlined the mission's policy and procedure for requesting training. For FY 2016, the embassy sent out a data call for LE staff training nominations. This provided a comprehensive list of training requests with information on the post, section, employee, date, location, cost, priority, and decision approval.

As a result, OIG determined that Recommendation 34 remains closed.

Staff Position Descriptions Review

In the 2013 inspection, OIG found out-of-date LE staff position descriptions in Consulates General Rio de Janeiro and Sao Paulo. Because of growth, the mission assigned additional responsibilities to its LE staff but did not include these duties into their position descriptions as required in 3 FAH-2 H-441.4. OIG recommended that Embassy Brasilia review all LE staff position descriptions, update those that were not current, and reclassify them as needed (Recommendation 35).

During the CFR, OIG confirmed that Embassy Brasilia had reviewed its LE staff position descriptions. This mission-wide review led to 246 classification actions.

As a result, Recommendation 35 remains closed.

VOUCHER PROCESSING

Receipt and Tracking of Invoices

In the 2013 inspection, OIG found that Embassy Brasilia did not track the receipt of invoices. The embassy and consulates general had different payment methods, all of which were incompatible with the Department's Ariba⁵ system. Not tracking invoices and the different payment methods caused the mission to make late payments, pay penalties, and led to poor relations with vendors. OIG recommended that Embassy Brasilia use the Ariba system to monitor the payment process from invoice receipt to final payment (Recommendation 36). OIG also recommended that Embassy Brasilia develop performance standards for each step of the invoice payment process and hold employees accountable for their performance (Recommendation 37).

During the CFR, OIG determined that Embassy Brasilia centralized payment of invoices, implemented eInvoicing in June 2016, and developed a standard operating procedure and performance standard for voucher processing. The financial management officers received weekly reports showing the number of vouchers outstanding and processed.

As a result, OIG determined that Recommendations 36 and 37 remain closed.

Outsourcing of Vendor Payment Vouchers

In the 2013 report, OIG found that Embassy Brasilia outsourced travel voucher processing, but not vendor payment vouchers, to the Post Support Unit. The cost to process a voucher in-house was \$37.61 per accounting code charged, while the Post Support Unit's cost was \$12 per accounting code charged. Because of higher in-house costs, OIG recommended that Embassy

⁵ Ariba, the Department's procurement system, increases visibility and provides direct access to key procurement information for stakeholders. Requests for goods and services can be electronically submitted and routed to the appropriate person or section (section approvers, the procurement and financial management sections and the contracting officer) for approval.

Brasilia determine whether outsourcing payment voucher processing would result in cost saving and share the results of study with the Interagency Cooperative Administrative Support Services council (Recommendation 38).

During this review, OIG determined that Embassy Brasilia outsourced 4,495 vouchers in FY 2017, most of which were travel vouchers. The Department mandated the use of the Post Support Unit to process permanent change of station vouchers in 2010 and travel vouchers in 2014, but processing other vouchers remains at the post's discretion. Since 2013, the embassy outsourced its representation vouchers and reduced its in-house voucher processing costs from \$37.61 to \$25.97 per voucher accounting code. Although vouchers were still processed in-house, the Senior Financial Management Officer expected the cost of voucher processing to decline further with centralization of voucher processing in Brasilia,. The Senior Financial Management Officer also noted the complexity of some vendor payments limited the ability to use the Post Support Unit.

As a result, OIG determined that Recommendation 38 remain closed.

DIPLOMATIC MAIL AND POUCH OPERATIONS

Authorized Use of Diplomatic Post Office

In the 2013 inspection, OIG found instances of unauthorized use and abuse of the mail program at Consulate General Sao Paulo due to weak internal controls. The embassy issued a management notice in 2010 governing mailroom usage but failed to reissue the notice for 3 years. OIG recommended Embassy Brasilia update and redistribute a mission-wide mail policy that established internal controls for authorized usage of the diplomatic mail program (Recommendation 39).

During the CFR, OIG confirmed that Embassy Brasilia distributed updated management notices and management instructions in FYs 2012-2016 on using the diplomatic post office. OIG toured the embassy's mail facilities, found instructional posters displayed in customer areas and observed that customers followed mailroom procedures.

As a result, OIG determined that Recommendation 39 remained closed.

Mail Screening

In the 2013 inspection, OIG found that Embassy Brasilia and Consulate General Recife had inadequate mail screening. The embassy's mailroom staff had inadequate training and no gloves, masks, or emergency shower. Consulate General Recife had no container to screen mail as required by 14 FAH-4 H-121. Inadequate mail screening could allow dangerous material to contaminate mission compounds. OIG recommended that Embassy Brasilia install mail screening facilities and implement appropriate screening procedures at Embassy Brasilia and Consulate General Recife (Recommendation 40).

During the CFR, OIG observed proper mail screening procedures at the embassy. The LE staff had received training and were proficient in using the Department-approved modular mail screening facility, which had water and the required equipment, including a telephone. The embassy expected Consulate General Recife to move to a new compound in the first quarter of 2018. The Bureau of Overseas Buildings Operations confirmed that the compound included a modular mail screening facility in the construction plan.

As a result, Recommendation 40 remains closed.

Mail and Pouch Operations

In the 2013 inspection, OIG found that Embassy Brasilia's diplomatic post office was permitted to operate without host-nation approval requirements in accordance with 14 Foreign Affairs Manual (FAM) 761.1. However, this framework and conflicting policies gave mission staff little clarity on their rights and responsibilities for mail services. Guidance in 14 FAH-4 H-113 lists the entire mission as Category C, requiring it to use the diplomatic post office, rather than the diplomatic pouch, for personal mail. OIG recommended that Embassy Brasilia clarify the mission policy for personal use of the diplomatic post office and unclassified pouch to bring it into line with Department regulations (Recommendation 42).

During this review, OIG confirmed that Embassy Brasilia issued annual management instructions governing the use of diplomatic post offices and customers' responsibilities. OIG observed customers following appropriate procedures in the embassy's diplomatic post office.

As a result, OIG determined that Recommendation 42 remains closed.

INFORMATION TECHNOLOGY

Radio Operations

In the 2013 inspection, OIG reported that Consulate General Recife had no program to support the emergency and evacuation radio network. The consulate general had most of the necessary equipment but had not set up a base station or repeater. OIG recommended that Embassy Brasilia establish an emergency and evacuation radio program at Consulate General Recife (Recommendation 43).

During the CFR, OIG confirmed that Consulate General Recife had an operational radio program. The consulate general replaced its old emergency and evacuation radio equipment and network and performed bi-monthly radio tests.

As a result, Recommendation 43 remains closed.

Network Information Backup System

In the 2013 inspection, OIG found that Embassy Brasilia did not have proper off-site backup storage for its OpenNet unclassified computer network. The embassy had tried a variety of methods to create full backup but was unable to find one that met all Department requirements in 12 FAM 629.4. OIG recommended that Embassy Brasilia implement alternative means for secure off-site storage of network backups (Recommendation 44).

During the CFR, OIG verified the embassy installed the Department-approved secure CLOUD backup system, which met Department requirements for off-site storage of network backups.

As a result, OIG determined that Recommendation 44 remain closed.

Dedicated Internet Network

In the 2013 inspection, OIG found that Consulate General Recife had two unregistered dedicated internet networks. Guidance in 5 FAM 872.2 requires embassies to register all dedicated internet network connections since unregistered networks could expose the consulate general to cyber threats. OIG recommended that Embassy Brasilia register all dedicated internet networks at Consulate General Recife with the Bureau of Information Resource Management (Recommendation 45).

During the CFR, OIG confirmed that Consulate General Recife registered two dedicated internet networks with the Bureau of Information Resource Management in 2013. Consulate General Recife consolidated its dedicated internet networks into a single authorized and registered network in 2017.

As a result, Recommendation 45 remains closed.

Personal Internet and Telephone Assistance

In the 2013 inspection, OIG found that the LE staff telephone operator at Consulate General Rio de Janeiro spent approximately 80 percent of her time handling personal internet and telephone issues for American staff and spouses. Guidance in 15 FAM 166 does not authorize such services beyond the initial setup of a telephone line. OIG recommended that Embassy Brasilia direct Consulate General Rio de Janeiro to stop assisting American staff in resolving issues involving personal internet and telephone services (Recommendation 46).

During this review, OIG confirmed that Consulate General Rio de Janeiro discontinued assisting American staff with their personal internet, telephone, and cable television services. The consulate general removed from its housing handbook the statement that authorized American employees to contact consulate LE staff members for assistance with their private telecommunication services and instructed its staff to direct American employees' requests for support to local telecommunications service providers.

As a result, OIG determined that Recommendation 46 remains closed.

GENERAL SERVICES

Clean, Safe Housing

In the 2013 inspection, OIG found that some residences were dirty and in need of repair upon occupancy. These deficiencies did not comply with service standards, had a negative impact on morale, and exposed residents to injury. OIG recommended that Embassy Brasilia require mission housing to be clean, safe, and in good repair upon occupancy (Recommendation 29).

During the CFR, OIG determined that Embassy Brasilia improved its housing program. The embassy established standard procedures, process maps, and checklists, and created a housing coordinator position to monitor make-readies and perform inspections before, during, and after occupancy.

As a result, Recommendation 29 remains closed.

10-Hour-Per-Day Limit on Motor Pool Drivers Shifts

In the 2013 inspection, OIG found that Consulate General Sao Paulo's motor pool drivers worked in excess of the 10-hour daily limit because of insufficient drivers. Failure to abide by the limit set forth in the Motor Vehicle Management Policy increases the risk of accidents. OIG recommended that Embassy Brasilia limit the number of hours worked by motor pool drivers to no more than 10-hour per day (Recommendation 30).

During the CFR, OIG verified that Embassy Brasilia created 6 additional driver positions to comply with the 10-hour limit. The embassy and Consulate General Rio de Janeiro hired two drivers for the Ambassador and Principal Officer, respectively. Consulate General Sao Paulo was in the early stages of recruiting drivers for its Principal Officer.

As a result, OIG determined that Recommendation 30 remains closed.

Motor Vehicle Policy

In the 2013 inspection, OIG found that Embassy Brasilia's motor pool policy did not comply with Department standards. The embassy's policy stated that any transportation by the Ambassador and Principal Officer is a business purpose, including self-driving official vehicles for personal business. However, 14 FAM 433.1, states that "chiefs of mission and principal officers are strongly discouraged from self-driving." Unauthorized self-driving of official vehicles increases the drivers' risk of personal liability for personal injury, death claims, and property damage resulting from accidents. OIG recommended that Embassy Brasilia bring its motor vehicle policy into compliance with the Department's guidance on conducting personal business in a U.S. Government vehicle (Recommendation 31).

During the CFR, OIG reviewed Management Instruction 17/002, dated March 2, 2017, and determined that it complied with 14 FAM 433.1. This management instruction states that the Department does not consider chiefs of mission and principal officers to be acting within the scope of their employment when self-driving an official vehicle to conduct personal business.

As a result, Recommendation 31 remains closed.

Use of E2 Travel Services Online Booking Tool

In the 2013 inspection, OIG found that the mission was not maximizing use of the E2 Travel Services online booking tool. Guidance in 14 FAM 513 directs travelers to make a conscientious effort to minimize travel costs. OIG estimated the mission could save \$85,000 annually if 80 percent of travelers booked online rather than through an agent. OIG recommended that Embassy Brasilia require the use of the online booking tool for official travel (Recommendation 32).

During the CFR, OIG verified that Embassy Brasilia's travel policy required use of approved online booking engines when available. For FY 2016, online bookings represented 24 percent of total travel reservations. To increase usage, Consulate General Sao Paulo and the Travel Management Center were in the process of adding two frequently used Brazilian airlines to the online booking tool at the time of the CFR.

As a result, Recommendation 32 remains closed.

PRINCIPAL OFFICIALS

Title	Name	Arrival Date
Ambassador	P. Michael McKinley	1/2017
Deputy Chief of Mission	Andrew N. Bowen	8/2014
Constituent Posts:		
Consulate General Sao Paulo, Principal Officer	Ricardo F. Zuniga	7/2015
Consulate General Recife, Principal Officer	Richard T. Reiter	6/2014
Consulate General Rio de Janeiro, Principal Officer	James B. Story	6/2015
Chiefs of Sections:		
Management	Christopher A. Lambert	6/2014
Consular	Thomas H. Lloyd	8/2014
Political	Kristin M. Kane	8/2016
Economic	Douglas P. Climan	8/2015
Public Affairs	Abigail L. Dressel	9/2013
Regional Security	Jason H. Smith	8/2016
Other Agencies:		
Foreign Agricultural Service	Clay M. Hamilton	8/2014
Department of Defense	Lorenzo Harris	1/2017

Source: Embassy Brasilia

APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

This Compliance Follow-Up Review 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 OIG for the Department and the Broadcasting Board of Governors.

The Office of Inspections provides the Secretary of State, the Chairman of Broadcasting Board of Governors, and Congress with systematic and independent evaluations of the operations of the Department and the Broadcasting Board of Governors. CFRs assess the inspected entities' compliance with recommendations made in previous inspections and verify whether agreed-upon corrective actions for recommendations issued in previous reports were fully and properly implemented.

During the course of this CFR, the inspectors: 1) reviewed recommendations issued in the original inspection report and reported corrective actions; 2) collected and reviewed documentation and conducted those interviews necessary to substantiate reported corrective actions; and 3) reviewed the substance of the report and its findings and recommendations with offices, individuals, and activities affected by this review.

For this CFR, OIG conducted 18 documented interviews in Bureau of Western Hemisphere Affairs and Embassy Brasilia. OIG also collected and/or reviewed 164 documents.

The CFR was conducted by Timothy Wildy (Team Leader), Sergio Lagares, and Timothy Williams.

APPENDIX B: STATUS OF 2013 INSPECTION RECOMMENDATIONS

Recommendation 5: Embassy Brasilia should develop coordinated and appropriate travel and representational budgets for all mission sections. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 6: Embassy Brasilia, in coordination with the Bureaus of Overseas Buildings Operations and Western Hemisphere Affairs, should investigate all possibilities, including commercial office space, for a new facility for the consulate general that meets the 2018 timeline set by the Bureau of Overseas Buildings Operations. (Action: Embassy Brasilia, in coordination with OBO and WHA)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 9: Embassy Brasilia should complete an analysis of its International Cooperative Administrative Support Services staffing and make adjustments as needed. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 11: The Bureau of Consular Affairs, in coordination with the Bureau of Administration, should issue guidance to consular managers defining the service standards for Global Support Strategy contractors and explaining how to monitor and report deficiencies to the contracting officer's representative. (Action: CA, in coordination with A)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 23: Embassy Brasilia should develop and implement a plan to distribute more responsibilities of the information office to constituent posts. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 28: Embassy Brasilia should require initial and refresher training for designated contracting officer's representatives. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 29: Embassy Brasilia require that mission housing is clean, safe, and in good repair upon occupancy. (Action: Embassy Brasilia)

Pre-CFR Status: Closed
CFR Status: Remains Closed

Recommendation 30: Embassy Brasilia should limit the number of hours worked by motor pool drivers to no more than 10 hours per day. (Action: Embassy Brasilia)

Pre-CFR Status: Closed
CFR Status: Remains Closed

Recommendation 31: Embassy Brasilia should bring its motor vehicle policy into compliance with the Department's guidance on conducting personal business in a U.S. Government vehicle. (Action: Embassy Brasilia)

Pre-CFR Status: Closed
CFR Status: Remains Closed

Recommendation 32: Embassy Brasilia should require the use of the online booking tool for official travel. (Action: Embassy Brasilia)

Pre-CFR Status: Closed
CFR Status: Remains Closed

Recommendation 33: Embassy Brasilia should implement standard operating procedures for locally employed staff discipline, including terminations. (Action: Embassy Brasilia)

Pre-CFR Status: Closed
CFR Status: Remains Closed

Recommendation 34: Embassy Brasilia should solicit training needs from across the mission, and implement a comprehensive training plan. (Action: Embassy Brasilia)

Pre-CFR Status: Closed
CFR Status: Remains Closed

Recommendation 35: Embassy Brasilia should review all locally employed staff position descriptions, update those that are not current and re-classify those positions as needed. (Action: Embassy Brasilia)

Pre-CFR Status: Closed
CFR Status: Remains Closed

Recommendation 36: Embassy Brasilia should use the approved Ariba system to monitor the payment process from invoice receipt to final payment. (Action: Embassy Brasilia)

Pre-CFR Status: Closed
CFR Status: Remains Closed

Recommendation 37: Embassy Brasilia should develop performance standards for each step of the invoice payment process, and hold employees accountable for their performance. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 38: Embassy Brasilia should determine whether outsourcing payment voucher processing would result in cost savings, and share the study with the Interagency Cooperative Administrative Support Services Council.(Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 39: Embassy Brasilia should update and redistribute a mission-wide mail policy that establishes internal controls for authorized usage of the diplomatic mail program. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 40: Embassy Brasilia, in coordination with the Bureau of Overseas Buildings Operations, should install mail screening facilities and implement appropriate screening procedures at Embassy Brasilia and Consulate Recife. (Action: Embassy Brasilia, in coordination with OBO)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 42: Embassy Brasilia, in coordination with the Bureau of Administration, should clarify the mission policy for personal use of the diplomatic post office and unclassified pouch to bring it into line with Department regulations. (Action: Embassy Brasilia, in coordination with A)

Pre-CFR Status: Closed

CFR Status: Remains Closed

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Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 44: Embassy Brasilia, in coordination with the Bureaus of Western Hemisphere affairs and Information Resource Management, should develop and implement alternative

means for secure off-site storage of network backups. (Action: Embassy Brasilia, in coordination with WHA and IRM)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 45: Embassy Brasilia should register all dedicated Internet networks at Consulate Recife with the Bureau of Information Resource Management. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 46: Embassy Brasilia should direct Consulate General Rio de Janeiro to stop providing support from consulate personnel to assist American staff in resolving issues involving personal Internet and telephone services. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 47: Embassy Brasilia should designate the post financial management offices as the billing offices for all mission transactions. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 48: Embassy Brasilia should require monthly cash counts of subcashiers and hold the Class B cashier accountable for maintaining full and current documentation of subcashiers. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 49: Embassy Brasilia should bring oversight of the locally employed staff certifying officer into compliance with 4 FAH-3 H-065.2-2. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 50: Embassy Brasilia should designate one individual to oversee LE staff overtime compensation mission wide. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 51: Embassy Brasilia should refrain from assigning officers from within the consular sections to the task of soliciting donations for July 4 celebrations. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 52: Embassy Brasilia should require consular subcashiers close for business one hour before the end of the work day. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 53: Embassy Brasilia should implement a cashier work schedule that allows for the consular collections to be accounted and receipted on the day of collection. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

APPENDIX C: MANAGEMENT RESPONSES



United States Department of State

Bureau of Western Hemisphere Affairs
Washington, D.C. 20520-6258

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May 17, 2017

THRU: WHA – Francisco L. Palmieri, Acting

TO: OIG – Sandra Lewis, Assistant Inspector General for Inspections

FROM: Embassy Brasilia - P. Michael McKinley, Ambassador

SUBJECT: Response to Draft OIG Report – Limited-Scope Compliance Follow-up Review of Embassy Brasilia, Brazil

Embassy Brasilia has reviewed the draft OIG Inspection report. We provide the following comments in response to the recommendations provided by OIG:

OIG Recommendation 5: Embassy Brasilia should develop coordinated and appropriate travel and representational budgets for all mission sections. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

OIG Recommendation 6: Embassy Brasilia, in coordination with the Bureaus of Overseas Buildings Operations and Western Hemisphere Affairs, should investigate all possibilities, including commercial office space, for a new facility for the consulate general that meets the 2018 timeline set by the Bureau of Overseas Buildings Operations. (Action: Embassy Brasilia, in coordination with OBO and WHA)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

OIG Recommendation 9: Embassy Brasilia should complete an analysis of its International Cooperative Administrative Support Services staffing and make adjustments as needed. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

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-2-

OIG Recommendation 11: The Bureau of Consular Affairs, in coordination with the Bureau of Administration, should issue guidance to consular managers defining the service standards for Global Support Strategy contractors and explaining how to monitor and report deficiencies to the contracting officer's representative. (Action: CA, in coordination with A)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

OIG Recommendation 23: Embassy Brasilia should develop and implement a plan to distribute more responsibilities of the information office to constituent posts. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Recommendation 28: Embassy Brasilia should require initial and refresher training for designated contracting officer's representatives. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

Recommendation 29: Embassy Brasilia require that mission housing is clean, safe, and in good repair upon occupancy. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

Recommendation 30: Embassy Brasilia should limit the number of hours worked by motor pool drivers to no more than 10 hours per day. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

Recommendation 31: Embassy Brasilia should bring its motor vehicle policy into compliance with the Department's guidance on conducting personal business in a U.S. Government vehicle. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

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UNCLASSIFIED

-3-

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

Recommendation 32: Embassy Brasilia should require the use of the online booking tool for official travel. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

Recommendation 33: Embassy Brasilia should implement standard operating procedures for locally employed staff discipline, including terminations. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

Recommendation 34: Embassy Brasilia should solicit training needs from across the mission, and implement a comprehensive training plan. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

Recommendation 35: Embassy Brasilia should review all locally employed staff position descriptions, update those that are not current and re-classify those positions as needed. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed

Recommendation 36: Embassy Brasilia should use the approved Ariba system to monitor the payment process from invoice receipt to final payment. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed

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-4-

Recommendation 37: Embassy Brasilia should develop performance standards for each step of the invoice payment process, and hold employees accountable for their performance. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed

Recommendation 38: Embassy Brasilia should determine whether outsourcing payment voucher processing would result in cost savings, and share the study with the Interagency Cooperative Administrative Support Services Council. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed

Recommendation 39: Embassy Brasilia should update and redistribute a mission-wide mail policy that establishes internal controls for authorized usage of the diplomatic mail program. (Action: Embassy Brasilia)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed

Recommendation 40: Embassy Brasilia, in coordination with the Bureau of Overseas Buildings Operations, should install mail screening facilities and implement appropriate screening procedures at Embassy Brasilia and Consulate Recife. (Action: Embassy Brasilia, in coordination with OBO)

Pre-CFR Status: Closed

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed

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-5-

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-6-

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Pre-CFR Status: Closed

UNCLASSIFIED

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-7-

CFR Status: Remains Closed

Management Response: Embassy Brasilia and WHA have reviewed this recommendation and agree it should remain closed.

The point of contact for this memorandum is Edward P. Luchessi, Post Management Officer, WHAVEX.

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ABBREVIATIONS

CFR	Compliance Follow-up Review
Department	Department of State
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
LE	Locally Employed

INSPECTION TERMS AND DEFINITIONS

Compliance Response: A written response from the action office to which a recommendation has been assigned for action, informing OIG of agreement or disagreement with the recommendation. Comments indicating agreement shall include planned corrective actions and, where appropriate, the actual or proposed target dates for achieving these actions. The reasons for any disagreement with a recommendation must be explained fully. Where disagreement is based on interpretation of law, regulation, or the authority of officials to take or not take action, the response must include the legal basis.

Final Action: The completion of all actions that the management of an action office, in its management decision, has concluded is necessary to address the findings and recommendations in OIG reports.

Finding: A conclusion drawn from facts and information about the propriety, efficiency, effectiveness, or economy of operation of a post, unit, or activity.

Management Decision: When the management of an action office for an OIG recommendation informs OIG of its intended course of action in response to a recommendation. If OIG accepts the management decision, the recommendation is considered resolved. If OIG does not accept the management decision and the issue cannot be resolved after a reasonable effort to achieve agreement, the Inspector General may choose to take it to impasse.

Open Recommendation: An open recommendation is either resolved or unresolved (see definitions of recommendation status below).

Recommendation: A statement in an OIG report requiring action by the addressee organizations or officials to correct a deficiency or need for change or improvement identified in the report.

Recommendation Status:

- **Resolved:** Resolution of a recommendation occurs when:
 - The action office concurs with the recommendation (a management decision has been accepted by OIG), but the action office has not presented satisfactory evidence that it has implemented the recommendation or some alternative course of action acceptable to OIG;
 - The action office informs OIG that it disagrees with all or part of the recommendation, and OIG agrees to accept partial compliance or noncompliance; or
 - Impasse procedures have led to a positive or negative final management decision.

- **Unresolved:** An unresolved recommendation occurs when the action office:
 - Has not responded to OIG;
 - Has failed to address the recommendation in a manner satisfactory to OIG;
 - Disagrees with the recommendation and did not suggest an alternative acceptable to OIG; or
 - Requests OIG refer the matter to impasse, and the impasse official has not yet issued a decision.

- **Closed:** A recommendation is closed when one of the following situations applies:
 - OIG formally notifies the action office that satisfactory evidence of final action (i.e., information provided by the action office that confirms or attests to implementation) on an OIG recommendation has been accepted. The closing of a recommendation from an OIG report does not relieve the responsible manager of the obligation to report to OIG any changed circumstances substantially affecting the problem areas addressed in the recommendation or report and the effectiveness of agreed actions to correct these problems;
 - OIG acknowledges to the action office that an alternative course of action to the action proposed in the recommendation will satisfy the intent of the recommendation and satisfactory evidence showing that the alternative action has been completed is provided to OIG;
 - OIG agrees partial implementation is acceptable and has been completed; or
 - OIG agrees that noncompliance is acceptable.

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