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**Office of Inspector General**  
**United States Department of State**

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ISP-I-20-06

Office of Inspections

December 2019

# **Inspection of Embassy Stockholm, Sweden**

BUREAU OF EUROPEAN AND EURASIAN AFFAIRS

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# HIGHLIGHTS

Office of Inspector General  
United States Department of State

ISP-I-20-06

## What OIG Inspected

OIG inspected the executive direction, consular services, resource management, and information management operations of Embassy Stockholm.

## What OIG Recommends

OIG made 5 recommendations to Embassy Stockholm.

In its comments on the draft report, the embassy concurred with 4 recommendations and disagreed with 1 recommendation. OIG considers all 5 recommendations resolved. The embassy's response to each recommendation, and OIG's reply, can be found in the Recommendations section of this report. The embassy's formal written response is reprinted in its entirety in Appendix B.

December 2019

OFFICE OF INSPECTIONS

BUREAU OF EUROPEAN AND EURASIAN AFFAIRS

## Inspection of Embassy Stockholm, Sweden

### What OIG Found

- Embassy Stockholm had been without an ambassador since January 2017; however, the Chargé d'Affaires, who arrived in April 2019, set a positive and ethical tone for the embassy and promoted strong coordination among country team members.
- Interpersonal conflict and communication issues affected morale, productivity, and teamwork in the Consular Section.
- The embassy's Interagency Housing Board did not effectively coordinate employee housing, resulting in unnecessary temporary living quarters allowance costs.
- Embassy Stockholm used multiple contracts for dedicated internet network services, contrary to Department of State standards.
- Spotlight on Success: Embassy staff identified a life safety issue with lamps purchased under a General Services Administration contract that resulted in a worldwide safety alert and the vendor's replacement of the lamps at no additional cost.

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## CONTEXT

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Sweden received its independence from Denmark in 1523. It is slightly larger than California, with a population of more than 10 million people. Situated in northern Europe between Norway and Finland, Sweden became a full member of the European Union in 1995 but declined to adopt the euro in 2003 due to concerns that doing so would erode its ability to control its robust welfare system.

Sweden has remained neutral in all European conflicts since 1814, and non-alignment is a pillar of its national security policy. Although Sweden is not a formal member of the North Atlantic Treaty Organization (NATO), with U.S. support, it achieved NATO Enhanced Opportunities status in 2014.<sup>1</sup> The country is a partner in the Global Coalition to Defeat the Islamic State of Iraq and Syria (ISIS) and has sent troops to Afghanistan and Iraq to support the coalition's efforts.

Sweden's economy is open, integrated, and dependent on trade and investment, with an estimated 50 percent of gross domestic product coming from exports. In 2017, Sweden's gross domestic product was nearly \$540 billion, and it is the 14th largest investor in the United States, with \$54 billion in foreign direct investment, creating nearly 211,000 jobs in all 50 states. In addition, Swedish tourism and travel to the United States accounts for an estimated \$1.9 billion of revenue each year.

Sweden's Prime Minister, Stefan Löfven, was reelected for a second term in January 2019, following a historic 131-day stalemate between Sweden's political parties. The national debate over the integration of refugees into Swedish society and culture directly contributed to the stalemate. During the 2015 European migration crisis, Sweden accepted 163,000 asylum seekers, which was an increase of 365 percent over historical annual averages. Approximately half of the 163,000 asylum seekers who had their asylum claims denied have remained in the country, placing a strain on the Swedish social welfare system. The ISIS-inspired terrorist attack in Stockholm in April 2017 also contributed to Swedes shifting their focus to concerns about border security, counterterrorism, and refugee integration policies.

Sweden and the United States have strong ties, built up over hundreds of years. The first Swedish immigrants arrived in the American colonies in 1638, and Sweden was one of the first countries to recognize American independence in 1783. Approximately 70,000 U.S. citizens reside in Sweden.

The overarching goals of U.S. involvement with Sweden, as identified in the 2018 to 2021 Integrated Country Strategy, are to:

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<sup>1</sup> NATO approved the Enhanced Opportunity Partners program at the Wales Summit in 2014. The program gave five non-member countries that significantly contribute to NATO operations—Australia, Finland, Georgia, Jordan, and Sweden—a special status within the alliance. This status gives partners privileged access to NATO-only ministerial meetings and exercises.

- Support Sweden’s efforts to enhance its defense cooperation and collaboration with NATO and expand its counterterrorism and counter violent extremism capabilities.
- Increase Sweden’s investment in and imports from the United States and promote a fair and reciprocal global trade order.
- Protect U.S. citizens residing in or visiting Sweden.

At the time of the inspection, Embassy Stockholm had 65 U.S. authorized staff members and 5 eligible family member employees. The embassy also had 127 locally employed (LE) staff. Of the 65 U.S. employees, 52 worked for the Department of State (Department) and 13 worked for other U.S. Government agencies, which included the Departments of Homeland Security, Commerce, and Defense.

OIG evaluated the embassy’s executive direction, consular services, resource management, and information management operations, consistent with Section 209 of the Foreign Service Act of 1980.<sup>2</sup> A related classified inspection report discusses Embassy Stockholm’s security program and issues affecting the safety of embassy personnel and facilities, and Sensitive But Unclassified findings related to the resource management and information management programs.

## **EXECUTIVE DIRECTION**

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OIG assessed leadership on the basis of interviews, staff questionnaires, and OIG’s review of documents and observations of embassy meetings and activities during the course of the on-site portion of the inspection.

### **Tone at the Top and Standards of Conduct**

Embassy Stockholm had been without a Senate-confirmed chief of mission since January 2017. From January 2017 to April 2019, the embassy had three different chargés d’affaires (CDA) and six different acting deputy chiefs of mission (DCM). A new DCM arrived on April 24, 2019, and became the CDA 2 days later (the same day the on-site portion of the inspection commenced). OIG interviews with American and LE staff at the embassy showed that staff members welcomed the arrival of the permanent DCM, now serving as CDA, and the prospect of a “steady hand” in the Front Office after the months-long disruption caused by multiple CDAs and acting DCMs, each with different leadership styles and expectations. The CDA, a Senior Foreign Service officer, served previously as DCM in Cyprus and Ukraine. In lieu of an ambassador’s Presidential Letter of Instruction, the CDA exercised chief of mission authority under the provisions of 1 Foreign Affairs Manual (FAM) 013.2.

The CDA appointed the Political-Economic Counselor to serve as the acting DCM. The acting DCM arrived at post in August 2018, and, although he had not received formal DCM training, he had previously served as acting DCM for Embassy Stockholm. He also drew on his prior Foreign

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<sup>2</sup> See Appendix A.

Service experience, particularly as an Equal Employment Opportunity counselor and as a deputy chief of a large section in another embassy.

OIG found that the newly constituted Front Office began to actively engage with individual staff members and sections, supported Community Liaison Office-sponsored embassy-wide social events, and encouraged the use of the unoccupied Chief of Mission residence for embassy representational events. Additionally, due to the Management Officer's successful efforts to identify a vendor, the embassy cafeteria, which had closed in 2017, reopened in May 2019. U.S. direct-hire and LE staff welcomed the cafeteria's reopening and told OIG that the closure had negatively affected morale, embassy-wide teamwork, and communication because the cafeteria was the only space where people could gather in an informal setting to share information.

OIG also noted that the Front Office supported ongoing efforts to address concerns raised by U.S. direct-hire and LE staff. For example, the CDA encouraged the Management Counselor's ongoing monthly meetings with the LE Staff Committee to discuss topics of concern, including the calculation of LE staff compensation and the designation of a safety ombudsman<sup>3</sup> (in addition to the existing Post Occupational Safety and Health Officer and full-time LE staff Safety Coordinator) for the workplace. During the inspection, the CDA also acted on OIG advice to work with the consular chief to address morale, performance, and leadership issues in the section.

In her first 2 weeks at the embassy, the CDA communicated the Department's expectations of employee conduct regarding the prohibition of discrimination and harassment. She specifically told staff that she had "zero tolerance" for harassment in the workplace. During her first Country Team meeting, the CDA referred to the Department's "Professional Ethos" principles and emphasized her expectations regarding key issues, including employee conduct in the workplace; required training on ethics, Equal Employment Opportunity, and religious tolerance; speaking with "one voice" about the administration's policies; and adherence to Hatch Act<sup>4</sup> rules during the U.S. presidential election campaign period.

## **Execution of Foreign Policy Goals and Objectives**

Embassy Stockholm submitted its revised 2018 to 2022 Integrated Country Strategy to the Department in March 2019. Department staff and representatives of other U.S. Government agencies at the embassy told OIG they found the Integrated Country Strategy process to be inclusive and that the final product addressed their section and agency priorities. In addition, staff said that, despite the absence of a U.S. ambassador for over 2 years, the Swedish Government worked closely with the embassy to promote shared foreign policy goals and ensure access to the appropriate government officials when needed.

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<sup>3</sup> Swedish occupational/environmental law requires the designation of a safety ombudsman, also known as a work safety officer, in any workplace of more than five employees.

<sup>4</sup> The Hatch Act, 5 U.S.C. §§ 7321-26, sets forth certain limits regarding partisan political activities by Federal employees.

In her first 2 weeks at the embassy, the CDA met with six ministers, including the ministers of foreign affairs and of defense, and the mayor of Stockholm and hosted a well-attended and well-received public diplomacy event at the Chief of Mission residence.

## **Adherence to Internal Controls**

A previous CDA and acting DCM reviewed and signed the 2018 annual Statement of Assurance on Management Controls, and no significant deficiencies were noted in the statement.<sup>5</sup> The current CDA had begun to review the visa issuances of the consular chief, as required. During the on-site portion of the inspection, the embassy updated and issued several management and emergency and crisis preparedness policies, including the emergency action plan, the motor vehicle policy, and the press policy.

## **Security and Emergency Planning**

Responses to OIG's questionnaires showed that many American and LE staff were unfamiliar with the emergency action plan and what to do in case of emergency. The CDA took note of this and was supportive of security and emergency and crisis management programs. In her first Country Team meeting, the CDA announced that she would initiate 5-minute tabletop crisis management exercises at Country Team meetings in June and would schedule an embassy-wide exercise using the alternate command center in the fall. The CDA also encouraged employees to take the Foreign Service Institute's Emergency Action Committee online training and directed all employees to read the updated emergency action plan.

The embassy completed its 2018 review of the Memorandum of Agreement on Security of Department of Defense Elements and Personnel in Sweden and informed Washington as required by cable 10 STATE 92494.<sup>6</sup>

## **Developing and Mentoring Foreign Service Professionals**

The embassy had four First- and Second-Tour (FAST) officers, including three generalists and one specialist. OIG reviewed documents of FAST activities in the year preceding the inspection; the activities included brown bag discussions on employee evaluation reports and support for official visits of U.S. Government officials to Sweden. However, OIG found the embassy lacked a formal, structured FAST program that committed both immediate supervisors and the Front Office to provide individual FAST officers with professional development mentoring, formal training, and on-the-job opportunities.<sup>7</sup> During the on-site portion of the inspection, the embassy issued a FAST program policy, which was drafted collaboratively by the FAST officers and the Front Office in consultation with the appropriate section chiefs. OIG reviewed the

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<sup>5</sup> See 2 FAM 24d, "Annual Management Assurance Process."

<sup>6</sup> Cable 10 STATE 92494, "Review of MOA Between COMs and GEOCOMs on DOD Elements," September 2, 2010.

<sup>7</sup> See 3 FAM 2242.4, "Supervision"; 3 FAM 2253.1, "Rating and Reviewing Officers."

policy and determined that Embassy Stockholm's FAST program would meet Department guidelines.<sup>8</sup> Accordingly, OIG did not make a recommendation on this issue.

## CONSULAR SERVICES

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OIG reviewed Embassy Stockholm's consular operations, including American citizen services and nonimmigrant and immigrant visa services. The section provided services to a U.S. citizens community (residents and visitors) that the embassy estimated was as high as 61,000 on any given day. During the most recent visit in March 2019, the Regional Consular Officer<sup>9</sup> identified 23 management, oversight, and structural issues in the Consular Section, which the embassy continued to address during OIG's inspection. OIG found that all consular programs complied with guidance in 7 FAM, 9 FAM, 7 Foreign Affairs Handbook (FAH), applicable statutes, and other Department policies, with the exception noted below.

### ***Interpersonal Conflict and Communication Issues Negatively Affected the Consular Section***

OIG found that interpersonal conflict and communication issues in the Consular Section negatively affected morale, productivity, and teamwork. These issues preceded the consular managers who arrived in 2018 and who had attempted, with limited success, to mitigate the problems. Consular staff told OIG that poor team dynamics led to strained relations in the section and made it hard to accomplish work in a collegial manner. They also noted that although work was being completed, the atmosphere created added stress, led to more errors, and resulted in longer work hours for the consular staff.

The consular chief's decision-making and communication style compounded these problems. For example, staff noted, that shortly after he arrived in August 2018, he decreased nonimmigrant visa wait time standards without soliciting input from them. This significantly increased the stress on a short-staffed Consular Section as they struggled to process additional cases without additional support. According to 3 FAM 1214b(4), managers should anticipate varying points of view by soliciting input, and because the consular chief did not do so, he was unaware of staff concerns. During the inspection, at the suggestion of OIG, the section began using tools from the Bureau of Consular Affairs' (CA) management framework<sup>10</sup> to help improve teamwork, productivity, and communication. OIG discussed different conflict management strategies with consular staff and suggested they use the management framework on a continuing basis. OIG also apprised the CDA of the issues in the section and encouraged her to hold the section accountable for using CA's management framework to improve operations, which she agreed to do.

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<sup>8</sup> Cable 15 STATE 23542, "Mentoring for a Stronger Department of State," March 5, 2015.

<sup>9</sup> The Consular Section was supported by a Regional Consular Officer based in Frankfurt, Germany.

<sup>10</sup> In 2004, CA created the Consular Leadership Tenets to provide a value-based approach to leadership. In 2012, CA developed the 1CA Management Framework, which is designed to complement the Leadership Tenets and provide consular teams with tools to analyze and address common consular management and leadership issues.



## RESOURCE MANAGEMENT

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OIG reviewed Embassy Stockholm's general services, financial management, human resources, medical, community liaison, and facilities management operations. OIG found that the Management Section generally implemented required processes and procedures in accordance with applicable laws and Department guidance, except for the deficiencies described below.

### ***The Community Liaison Office Did Not Maintain Community Funds in Accordance With Department Standards***

OIG found the Community Liaison Officer maintained community funds in an unsecured lock box in an office desk, contrary to Department standards. The funds, a fluctuating amount of no more than \$1,000, came from two sources—from the liquidation of the embassy employee recreation association's assets when the association ceased operations and from the Community Liaison Office's popcorn sales to employees. The Community Liaison Officer told OIG she tried to open a bank account, as required by 2 FAM 113.7-2c(2); however, she discovered that she needed a business organization identification number issued by the Swedish Government to open a company or group bank account. Without a business organization identification number, the Community Liaison Officer was only able to open a personal bank account, which is prohibited by the Department. Guidance in 2 FAM 113.7-2c(3) requires the embassy to coordinate with the Bureau of Human Resources' Family Liaison Office to find a solution when the use of a banking institution is not possible. Here, such efforts should be pursued, as keeping funds in the office increases the risk of its loss or misappropriation.

**Recommendation 1:** Embassy Stockholm, in coordination with the Bureau of Human Resources, should implement an acceptable method to maintain and account for Community Liaison Office funds. (Action: Embassy Stockholm, in coordination with DGHR)

### ***Interagency Housing Board Did Not Comply With Department Standards for Residential Housing Assignments***

The embassy's Interagency Housing Board (IAHB) did not comply with all Department standards.<sup>11</sup> Guidance in 15 FAM 212.2-2(B)f requires, at a minimum, monthly IAHB meetings for general coordination. OIG found, however, that the board did not meet in 6 out of the 16 months from January 2018 to April 2019. Moreover, although Embassy Stockholm's Housing Handbook states that the embassy will make "every effort" to have a permanent residence available upon the employee's arrival, the IAHB did not do so. For example, in the case of one incoming employee, the General Services Office requested housing preferences from the employee on January 31, 2019, and the employee responded on February 19. Because there was no available property already in the housing pool during the winter, the General Services Office commenced a search for a new property. On March 7, the General Services Officer asked

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<sup>11</sup> According to 15 FAM 212.2-2(C), the IAHB oversees the implementation of the housing policy at a diplomatic post and ensures the policies are equitably applied to employees at all agencies. Key IAHB responsibilities include applying the FAM standards and procedures to post's housing program, approving housing assignments, and assisting in the development of a housing guidebook, which defines the post housing policy.

the employee for clarification on their preferences, and the employee responded on March 8. Finally, after an extended search, the General Services Office presented the housing assignment to the IAHB on April 9, the day the employee arrived in Stockholm. OIG determined that of the 24 new arrivals in 2018, 13 were placed in temporary housing. Additionally, OIG found that six Department employees received temporary quarters subsistence allowance totaling approximately \$38,400 while awaiting permanent residence assignments. The embassy told OIG that the IAHB did not meet monthly because the General Services Officer thought that meetings were only required if there were pending housing assignments. Notwithstanding this explanation, the embassy should hold regular IAHB meetings, as failure to do so impairs the embassy's ability to effectively coordinate employee housing and results in unnecessary temporary living quarters allowance costs.

**Recommendation 2:** Embassy Stockholm should comply with Department standards for Interagency Residential Housing Board operations and responsibilities. (Action: Embassy Stockholm)

***Embassy Did Not Comply With Department Standards for Receipt of Nonexpendable Property***

Embassy Stockholm did not comply with Department standards for residential nonexpendable property.<sup>12</sup> The embassy initiated a furniture and appliance pool and contracted with a third-party logistics company to clear, take delivery of, and temporarily store furniture before delivering it to embassy residences. An embassy receiving officer inspected the goods at the logistics company's warehouse when they arrived, and the officer entered the items into the final receipt module in the Integrated Logistics Management System (ILMS),<sup>13</sup> as required. However, rather than immediately affixing a bar code property tag to the property, the officer left the items in the original packaging and, instead, affixed the property tags when the property was delivered to the residences. Embassy staff told OIG that keeping the original packaging and affixing the property tags upon delivery decreased the risk that items would be damaged in storage or in transit to residences. However, Department standards in 14 FAM 413.5b require the receiving officer immediately to affix a bar code property tag to accountable, nonexpendable property upon receipt, regardless of whether it would be advisable to retain the packaging for the reasons noted previously. Failure to follow this procedure increases the risk that bar code property tags will be placed on the wrong items during delivery and that losses will result.

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<sup>12</sup> According to 14 FAM 411.4, nonexpendable property is defined as, "[p]roperty such as furniture, office machines, information technology (IT) equipment, and communications equipment, which is complete in itself, does not lose its identify or become a component part of another item when used, and is of a durable nature with anticipated useful life of over 2 years."

<sup>13</sup> ILMS is an integrated web-based system that encompasses all the Department supply chain functions in one system. It is designed to upgrade supply chain management by improving operations in areas such as purchasing, procurement, warehousing, transportation, property management, personal effects, and diplomatic pouch and mail.

**Recommendation 3:** Embassy Stockholm should comply with Department standards for receipt of nonexpendable property. (Action: Embassy Stockholm)

### **Spotlight on Success: Embassy Stockholm Identified a Life Safety Issue That Resulted in a Worldwide Alert**

Embassy Stockholm staff discovered a life safety issue with lamps that affected overseas posts. Specifically, lamps purchased under a worldwide General Services Administration contract were dangerous when used with a standard European light bulb. When a standard European bulb was placed in the lamp, a portion of the metal bottom of the bulb remained above the lamp's plastic base. If someone touched the metal portion of the bulb, he or she was at risk of an electrical shock even if the lamp was not turned on. The embassy immediately notified the Bureau of Overseas Buildings Operations' Office of Safety, Health, and Environmental Management (SHEM) and the Bureau of Administration's Office of the Procurement Executive (OPE). OPE contacted the vendor, which confirmed the risk through Underwriters' Laboratories. According to OPE, the contractor sold 5,325 of these lamps to the Department at an estimated cost of more than \$700,000. SHEM issued a worldwide safety alert instructing overseas posts to remove the lamps from service immediately. OPE negotiated with the vendor that agreed to replace the lamps at no additional cost, including shipping.

## **INFORMATION MANAGEMENT**

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OIG reviewed classified, unclassified, and dedicated internet network operations; physical protection of information technology assets; classified communications security; emergency communications preparedness; radio and telephone programs; and mail and pouch services. OIG found that the Information Management (IM) Section met the day-to-day computing and communications needs of the embassy. However, OIG identified two deficiencies, as discussed below.

### ***Embassy Lacked Policy for Personal Use of Government-Issued Cellular Telephones***

Embassy Stockholm's mobile communications program did not include a policy for personal use of embassy-issued cellular telephones. Although Embassy Stockholm's Financial Management Office had an established procedure for collecting the cost exceeding the baseline monthly fixed invoice rate for use of embassy-issued cell phones that could be attributed to employees' personal use, the embassy had not published a formal policy. Standards in 5 FAM 526.1c-d require each embassy to establish such a policy, which must include limitations on personal use and provisions for adequate fiscal control. OIG found that a U.S. direct-hire employee incurred over \$400 in personal usage fees in March to April 2019. The embassy's Financial Management Office identified the usage fees in question through internal accounting procedures and inquired with the employee as to whether the calls were official or personal in late April. The employee insisted that the calls were official, and the embassy had no way to prove otherwise. Management staff acknowledged the need to establish a policy for personal use of the embassy's mobile device inventory. Failure to do so could result in misuse of U.S. Government resources.

**Recommendation 4:** Embassy Stockholm should implement a policy for personal use of embassy-issued cellular telephones in accordance with Department standards. (Action: Embassy Stockholm)

***Embassy Used Multiple Contracts for Dedicated Internet Networks***

Embassy Stockholm's dedicated internet network (DIN) connections were provided under four different contracts, contrary to Department standards. OIG found that the DINs in the embassy, the Public Diplomacy Section, the warehouse, the Chief of Mission residence, and tenant agency office spaces varied in terms of connection speeds, service providers, and service fees. Department standards in 5 FAM 921.6c state that the office initiating a contract should make every effort to consolidate contract requirements with similar services when recompeting existing contracts. IM management acknowledged the need to review the existing DIN contracts with the local service providers and agreed that it would be beneficial to consolidate the DIN connections under one contract with one service provider. Having multiple DIN connections places a heavy burden on IM staff for technical support and information security oversight, as well as on the embassy's procurement staff.

**Recommendation 5:** Embassy Stockholm should consolidate all contracts for dedicated internet network connections in accordance with Department standards. (Action: Embassy Stockholm)

## RECOMMENDATIONS

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OIG provided a draft of this report to Department stakeholders for their review and comment on the findings and recommendations. OIG issued the following recommendations to Embassy Stockholm. The embassy's complete response can be found in Appendix B. The embassy also provided technical comments that were incorporated into this report, as appropriate.

**Recommendation 1:** Embassy Stockholm, in coordination with the Bureau of Human Resources, should implement an acceptable method to maintain and account for Community Liaison Office funds. (Action: Embassy Stockholm, in coordination with DGHR)

**Management Response:** In its November 22, 2019, response, Embassy Stockholm concurred with this recommendation. The embassy noted an expected completion date of February 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Stockholm implemented an acceptable method to maintain and account for Community Liaison Office funds.

**Recommendation 2:** Embassy Stockholm should comply with Department standards for Interagency Residential Housing Board operations and responsibilities. (Action: Embassy Stockholm)

**Management Response:** In its November 22, 2019, response, Embassy Stockholm concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Stockholm complies with Department standards for Interagency Residential Housing Board operations and responsibilities.

**Recommendation 3:** Embassy Stockholm should comply with Department standards for receipt of nonexpendable property. (Action: Embassy Stockholm)

**Management Response:** In its November 22, 2019, response, Embassy Stockholm concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Stockholm complied with Department standards for receipt of nonexpendable property.

**Recommendation 4:** Embassy Stockholm should implement a policy for personal use of embassy-issued cellular telephones in accordance with Department standards. (Action: Embassy Stockholm)

**Management Response:** In its November 22, 2019, response, Embassy Stockholm concurred with this recommendation. The embassy noted an expected completion date of February 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Stockholm implemented a policy for personal use of embassy-issued cellular telephones in accordance with Department standards.

**Recommendation 5:** Embassy Stockholm should consolidate all contracts for dedicated internet network connections in accordance with Department standards. (Action: Embassy Stockholm)

**Management Response:** In its November 22, 2019, response, Embassy Stockholm disagreed with this recommendation. It noted that the embassy dedicated internet network (DIN) and the Public Diplomacy DIN were contracted with separate vendors to provide redundancy, for each other and for OpenNet, in the event of an outage. The embassy also noted that although the Chief of Mission residence DIN is contracted with the same vendor as the embassy DIN, they are in different locations and have different circuit identifications and therefore cannot be combined. Additionally, the warehouse DIN was contracted with the only vendor providing services in that location.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Stockholm made every effort to consolidate the contracts for its DIN connections.

## PRINCIPAL OFFICIALS

Title	Name	Arrival Date
<b>Chiefs of Mission:</b>		
Ambassador	Vacant	
Deputy Chief of Mission	Pamela Tremont <sup>a</sup>	4/2019
<b>Chiefs of Sections:</b>		
Management	Kristin Rockwood	9/2017
Consular	Patrick I. Tanimura	8/2018
Political/Economic	Paul Narain <sup>b</sup>	8/2018
Public Diplomacy	William S. Martin	10/2018
Regional Security	Jamie Palagi	7/2017
Information Management	Nathan Holder	9/2018
<b>Other Agencies:</b>		
Department of Defense	Col. Charles Metrolis	3/2017
Foreign Commercial Service	Dillon Banerjee	9/2017
Department of Justice	Douglas Olson	6/2016

Source: Generated by OIG from data provided by Embassy Stockholm.

<sup>a</sup> Pamela Tremont became Chargé d'Affaires on April 26, 2019, two days after she arrived at Embassy Stockholm.

<sup>b</sup> At the time of the inspection, Paul Narain was serving as the acting Deputy Chief of Mission.

## APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

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This inspection was conducted from April 25 to July 23, 2019, 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 (OIG) for the Department and the U.S. Agency for Global Media (USAGM).

### Objectives and Scope

The Office of Inspections provides the Secretary of State, the Chief Executive Officer of USAGM, and Congress with systematic and independent evaluations of the operations of the Department and USAGM. 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 and U.S. interests are 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 inspections, OIG uses a risk-based approach to prepare for each inspection; reviews pertinent records; circulates surveys and compiles the results, as appropriate; conducts interviews with Department and on-site personnel; observes daily operations; and reviews the substance of the report and its findings and recommendations with offices, individuals, and organizations affected by the review. OIG uses professional judgment, along with physical, documentary, testimonial, and analytical evidence collected or generated, to develop findings, conclusions, and actionable recommendations.



## APPENDIX B: MANAGEMENT RESPONSE

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*Embassy of the United States of America  
Stockholm, Sweden*

November 22, 2019

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THRU: EUR – Philip Reeker, Acting Assistant Secretary, EUR  
TO: OIG – Sandra Lewis, Assistant Inspector General for Inspections  
FROM: Embassy Stockholm – Ambassador Howery  
SUBJECT: Response to Draft OIG Report – Inspection of Embassy Stockholm

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

**OIG Recommendation 1:** Embassy Stockholm, in coordination with the Bureau of Human Resources, should implement an acceptable method to maintain and account for Community Liaison Office funds. (Action: Embassy Stockholm, in coordination with HR)

**Management Response:** Embassy Stockholm concurs with the recommendation and will work with the Family Liaison Office to develop and implement an acceptable method to maintain and account for Community Liaison Office funds. The expected completion date is February 2020.

**OIG Recommendation 2:** Embassy Stockholm should comply with Department standards for Interagency Residential Housing Board operations and responsibilities. (Action: Embassy Stockholm)

**Management Response:** Embassy Stockholm concurs with the recommendation and has already implemented monthly meetings.

**OIG Recommendation 3:** Embassy Stockholm should comply with Department standards for receipt of nonexpendable property. (Action: Embassy Stockholm)

**Management Response:** Embassy Stockholm concurs with the recommendation and has already implemented it.

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**OIG Recommendation 4:** Embassy Stockholm should implement a policy for personal use of embassy-issued cellular telephones in accordance with Department standards. (Action: Embassy Stockholm)

**Management Response:** Embassy Stockholm concurs with the recommendation and has already commenced a draft. The expected completion date is February 2020.

**OIG Recommendation 5:** Embassy Stockholm should consolidate all contracts for dedicated internet network connections in accordance with Department standards. (Action: Embassy Stockholm)

**Management Response:** Embassy Stockholm does not concur with this recommendation. The Embassy DIN and the Public Affairs DIN are contracted with separate vendors to provide redundancy, for each other but much more importantly for OpenNet, in the event of an outage. Although the Chief of Mission Residence DIN is contracted with the same vendor as the Embassy DIN, they are in different locations and have different circuit IDs and thus cannot be combined. The Warehouse DIN is contracted with the only vendor providing services in that location.

The point of contact for this memorandum is Embassy Stockholm Management Counselor Kristin Rockwood.

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## ABBREVIATIONS

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CA	Bureau of Consular Affairs
CDA	Chargé d'Affaires
DCM	Deputy Chief of Mission
DIN	Dedicated Internet Network
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAST	First- and Second-Tour
IAHB	Interagency Housing Board
ILMS	Integrated Logistics Management System
IM	Information Management
ISIS	Islamic State of Iraq and Syria
LE	Locally Employed
NATO	North Atlantic Treaty Organization
OPE	Office of the Procurement Executive
SHEM	Office of Safety, Health, and Environmental Management

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