

February 2016

OFFICE OF INSPECTIONS

Bureau of Diplomatic Security

Inspection of the Bureau of Diplomatic Security, Directorate of International Programs



OIG HIGHLIGHTS

View Report: [ISP-I-16-07](#)

What OIG Found

- Eighty-six percent of the Regional Security Officers who responded to an OIG field survey expressed satisfaction with timely guidance, direction, and coordination by the Directorate of International Programs on their behalf.
- Thirty-six percent of the Deputy Chiefs of Mission who responded to the field survey expressed satisfaction with the frequency and timeliness of communications and guidance from the Directorate of International Programs relating to Deputy Chief of Mission supervision of Regional Security Officers.
- Officials interviewed in five of the six regional bureaus stated that communications and coordination with the Bureau of Diplomatic Security have much improved in the aftermath of the attack on Benghazi in September 2012.
- The directorate is in the process of coordinating the updates of memoranda of understanding between the Department and the Department of Defense concerning Force Protection Detachments under Chief of Mission authority and the Marine Security Guard detachments.
- The Office of Acquisition Management and the Directorate of International Programs entered into an informal agreement to assign contracting officers and contracting specialists within the directorate Office of Overseas Protective Operations 8 years ago to help desk officers and acquisition management specialists oversee more than \$1.6 billion in local guard and personal protective services contracts. However, the Bureau of Diplomatic Security and the Office of Acquisition Management have no service level agreement defining the roles and responsibilities of both staffs, which has caused confusion and some misunderstanding.

What OIG Inspected

OIG inspected the Bureau of Diplomatic Security, Directorate of International Programs, during June 2 through July 2, 2015.

What OIG Recommended

OIG made three recommendations to the Bureau of Diplomatic Security that include establishing or updating memoranda of agreement between the Department and the Department of Defense pertaining to the Marine Security Guard program, issuing guidance to Chiefs of Mission on the availability of U.S. military assets during emergency situations and implementing an orientation program for directorate acquisition staff.

OIG also made two recommendations to the Bureau of Administration relating to the implementation of a service level agreement pertaining to the administration of local guard and personal protective services contracts and updating the Contractor Performance Assessment Reporting System with timely contract performance data.



OIG

Office of Inspector General

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

ISP-I-16-07

Office of Inspections

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DOMESTIC OPERATIONS AND SPECIAL REPORTS

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CONTEXT

Organization

The Bureau of Diplomatic Security (DS) International Programs Directorate (DS/IP) provides leadership, support, and oversight of security and law enforcement programs for 199 regional security offices overseas¹. A Deputy Assistant Secretary leads a staff of approximately 227 Foreign Service, Civil Service, contract, and retired annuitants and oversees an annual budget of more than \$1.6 billion for local guard and personal protective services task orders in the Worldwide Protective Services (WPS) contract at U.S. missions overseas. The directorate consists of three offices with oversight and responsibility, as follows:

The Office of Special Projects and Coordination provides global oversight of the Marine Security Guard (MSG) program and emergency planning for all U.S. diplomatic missions overseas. The office also coordinates with the U.S. Department of Defense (DoD) on the deployment of DoD Force Protection Detachments (FPDs) at designated overseas missions and liaises with three DoD unified combatant commands in response to crisis situations at U.S. missions within the commands' regional areas of responsibility.²

The Office of Overseas Protective Operations (DS/IP/OPO) provides funding, administrative and management oversight, and operational guidance for local guard and surveillance detection contracts, local guard and surveillance detection forces employed under personal service agreements, as well as the WPS contract and the residential security programs at overseas missions.

The Office of Regional Directors serves as the directorate liaison between Regional Security Offices in the field, other DS directorates, and regional and functional bureaus. This office also conducts periodic familiarization visits for Office of Regional Directors desk officers to assigned overseas missions to assist desk officers in coordinating security issues with appropriate DS directorates that have oversight and technical and subject matter expertise for physical and technical security programs.

¹ This number refers to the 199 senior regional security officers in charge of security operations at an embassy and its constituent posts or several U.S. missions in 1 or more countries.

² The three DoD unified combatant commands are: The U.S. European Command, the U.S. Pacific Command, and the U.S. Southern Command.

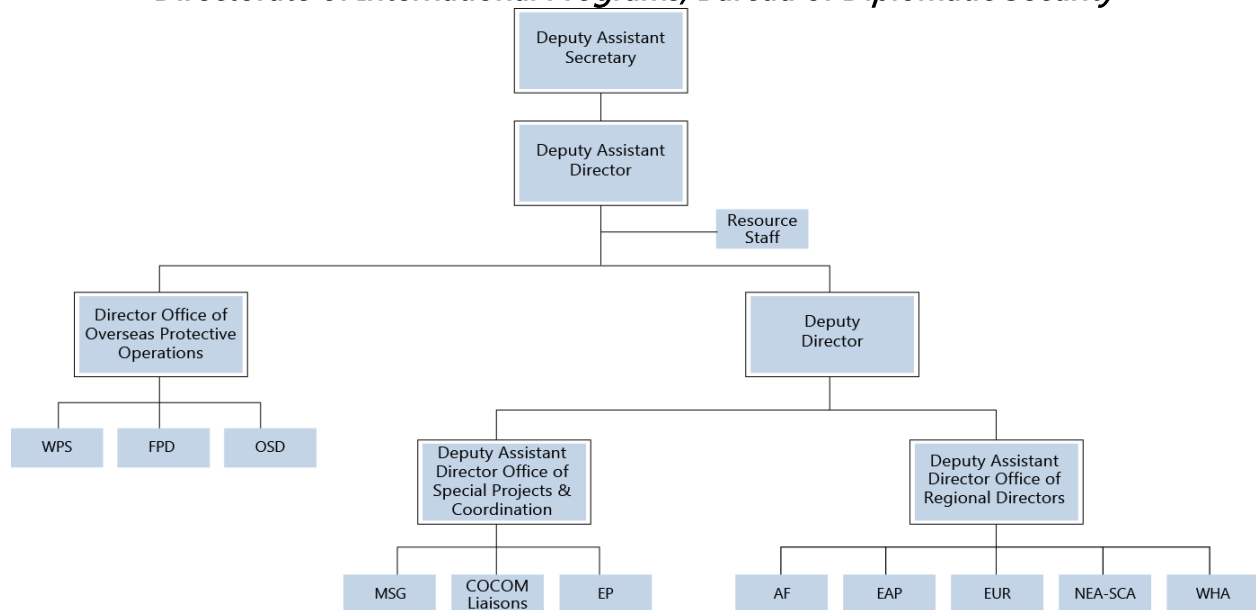
Post-Benghazi Organizational Change in the International Programs Directorate

After the September 2012 attack on the U.S. Special Mission in Benghazi, Libya, the mission and organizational structure of DS/IP changed significantly. In July 2013, the Department created a new directorate within DS, the Directorate of High Threat Programs. This new directorate assumed oversight from DS/IP for approximately 30 overseas missions and the liaison and coordination responsibilities for 4 of the 7 DoD combatant commands: U.S. Africa Command, U.S. Central Command, Joint Special Operations Command, and the U.S. Special Operations Command. DS/IP retained responsibility for three of the combatant commands.

To effect this change, more than 65 Foreign Service, Civil Service, and personal services contract positions were transferred from DS/IP to the Directorate of High Threat Programs. Two offices within DS/IP saw the greatest staffing reductions—the Office of the Regional Directors and the Office of Special Programs and Coordination.

DS/IP also underwent a major organizational change and loss of part of its mission and staff in March 2008, when the Department created the Directorate of Threat Investigations and Analysis. At that time, the Office of Intelligence and Threat Analysis, with approximately 88 staff members, was transferred from DS/IP to that Directorate.

Organization Chart
Directorate of International Programs, Bureau of Diplomatic Security



Source: Bureau of Diplomatic Security, Office of the Executive Director

LEADERSHIP

OIG personal questionnaire results scored the Deputy Assistant Secretary for International Programs within the range of scores for the 66 Deputy Assistant Secretaries in 21 domestic inspections conducted during the past 5 years, in 10 of the 13 leadership attributes.³ He scored well above the prior averages in the areas of vision and goal setting, clarity, and problem solving.

Strategic Planning and Implementation

DS/IP held two facilitated Strengths, Weaknesses, Opportunities and Threats analysis sessions in March 2014.⁴ The results of these sessions formed the basis of six strategic goals for the DS/IP 2015–2019 internal Strategic Plan: Customer service, domestic rightsizing, knowledge management, resource allocation, staff development, and work processes.

Upon his arrival in September 2014, the Deputy Assistant Secretary worked with his staff to finalize the strategic plan, which was published in January 2015. By March 2015, working groups were established to address each strategic goal. The Deputy Assistant Secretary has empowered the working groups to devise processes and short-term and long-term timelines to implement DS/IP strategic goals, objectives, and performance measures. The working groups provide continual updates to the Deputy Assistant Secretary and the rest of the directorate on the groups' results and proposed implementation of goals and objectives for Deputy Assistant Secretary approval.

Results of OIG Survey to Deputy Chiefs of Mission and Supervisory Regional Security Officers

OIG disseminated a customer satisfaction survey to Deputy Chiefs of Mission and Regional Security Officers (RSOs), which focused on the services and program support provided by the offices within DS/IP. The survey was distributed to 194 supervisory RSOs and to 164 Deputy Chiefs of Mission, many of whom directly supervise RSOs at U.S. overseas missions. OIG received responses from 72 percent of RSOs and 37 percent of Deputy Chiefs of Mission.

Ninety-one percent of the 140 RSOs who responded to the OIG field survey expressed satisfaction with the communications they received from the directorate. Eighty-six percent of

³ The 13 leadership attributes are: Vision and goal setting, awareness, clarity, communication, coordination, handling dissenting views, engagement, ethics, fairness, feedback, interpersonal relations, judgment, and problem solving.

⁴ A structured planning method used to evaluate the strengths, weaknesses, opportunities, and threats involved in a project. It can be carried out for a product, place, organization, or person and involves specifying an objective and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

RSO respondents expressed satisfaction with the timely guidance, direction, and coordination with other DS offices and Department bureaus by DS/IP on their behalf.

Deputy Chiefs of Mission directly supervise senior RSOs at posts. Of the 61 Deputy Chiefs of Mission who responded to the survey, 44 percent expressed satisfaction with the frequency and timeliness of communications with DS/IP. Thirty-six percent of the respondents reported satisfaction with the timeliness of guidance from DS/IP relating to Deputy Chief of Mission supervision of RSOs.

POLICY AND PROGRAM IMPLEMENTATION

Communications and Coordination with Department Regional Bureaus

OIG interviewed officials in each of the Department's regional bureaus regarding communications and coordination between DS and regional bureaus since the attack on Benghazi in September 2012. All 12 regional bureau officials interviewed said they felt the DS/IP Deputy Assistant Secretary was accessible when needed. The Deputy Assistant Secretary relies heavily on his regional directors and desk officers for regular communications and coordination with regional bureaus and to bring to his immediate attention their security concerns and issues.

Five of the six regional bureaus stated that communications and coordination had much improved at the DS/IP regional director and desk officer levels. These bureaus stated DS/IP is in constant communication with them and attends regional bureau weekly staff meetings. The five regional bureaus stated that DS/IP regional directors and desk officers were empowered to make immediate routine decisions and, for those decisions requiring senior DS management approval, DS/IP responded promptly. One of the six regional bureaus expressed concerns about the effectiveness of the communication and coordination of DS/IP. Bureau officials stated they have good communication with desk officers but decisions on security issues are often not communicated back in a timely manner. OIG advised the DS/IP Deputy Assistant Secretary to reach out to this bureau to address its concerns.

Coordination of Memoranda of Understanding between the Departments of State and Defense

Memorandum of Understanding for Force Protection Detachments

OIG reviewed two memoranda of understanding (MOU) relating to DoD FPDs serving under of Chief of Mission authority. (FPDs provide support to U.S. military commands' overseas personnel but come under Chief of Mission authority.) The 2003 MOU between the Department and DoD and a 2002 MOU between two DoD organizations provide confusing, if not conflicting, information on which office within a U.S. mission has operational oversight of an FPD—the Defense Attaché Office or the Regional Security Office.

The 2002 DoD internal MOU, Section C, Articles of Agreement, paragraphs 1 and 2, state:

1. Any FPD presence abroad will be established through advance coordination with the responsible defense attaché office [DAO]. FPDs will serve in a host-tenant relationship with the U.S. [C]hief of [M]ission. They will also maintain close contact with the regional security officer and other country team members as appropriate.
2. FPDs will coordinate force protection matters with the DAO. The DAO will refer any pertinent force protection information to the FPD and facilitate the introduction of FPD personnel to foreign contacts where appropriate.

The 2003 MOU between the Department and DoD, Section IV, Operational Principles, excerpts from paragraphs 1 and 5:

1. Force Protection Detachments will serve under Chief of Mission authority. A Chief of Mission may approve [National Security Decision Directives]-38 requests for placement of one, or more Force Protection Officers depending on agreement between post, DoD [Counter-Intelligence Field Activity] and the [Department]. The Chief of Mission shall be kept fully and currently informed, through the [RSO], with request to all [DoD] force protection programs, activities and operations that its officers and employees carry out in that country. (Note: For information on FPD relations with Defense Attaché Office, see MOU, dated October 2002).
5. The Regional Security Officer (RSO) is the [Chief of Mission's] senior authority within a diplomatic mission regarding force protection and security issues. In order to keep the force protection and security mission focused and coordinated, FPDs will be placed within U.S. [m]issions as an associated [DoD] Force Protection activity within the auspices of the RSO office. This association will provide host national law enforcement and security officials with a seamless understanding of the FPD mission with the established role of the RSO as the responsible U.S. office for security of all U.S. citizens, under [Chief of Mission] authority, within that country.

A finding in the January 2015 DoD OIG report on in-transit force protection⁵ cited the Department OIG 2005 Report of Inspection of the Bureau of Diplomatic Security Directorate for International Programs, noting that the 2003 MOU between the Departments was outdated, the language ambiguous (Department and DoD officials do not always agree on its interpretation)

⁵ DoD Inspector General report on the "Assessment of Intelligence Support to In-Transit Force Protection," dated January 2, 2015.

and a number of the DoD agencies cited in the MOU no longer exist. The report concluded that "in the absence of annual reviews, details in the existing MOU cannot effectively address current exigencies." The Under Secretary of Defense for Intelligence concurred with the DoD OIG recommendation to update the 2003 MOU with the Department and commented in the report that the MOU would be updated by the end of FY 2015. Action was still pending at the time of the inspection.

Memorandum of Agreement between the Department and the U.S. Marine Corps

OIG interviews with DS/IP and U.S. Marine Corps officials revealed that recent changes in the global security environment, including the types of threats facing U.S. missions overseas, and changes in MSG duties and Chief of Mission procedures for handling MSG disciplinary issues require significant changes to the Memorandum of Agreement (MOA) between the Department and the U.S. Marine Corps. The 2013 MOA pertaining to MSG detachments has not been revised to incorporate such changes and is not scheduled for review until 2017. A recent OIG audit report on the management of the MSG Program⁶ recommended that DS, in consultation with the U.S. Marine Corps, incorporate formal guidance and procedures in the MOA (and the applicable section of the Foreign Affairs Manual) to identify and select posts for MSG detachments and for periodic reassessment and reallocation (as necessary) of available MSG detachments. The recommendation remains open pending final implementation. Without updated guidance, chiefs of mission and MSGs around the world and particularly in high-threat, high-risk regions might be ill-prepared to address changes in how the Department and combatant commands would respond to security incidents. During this inspection, the Deputy Assistant Secretary advised OIG that the directorate is in the process of coordinating with the U.S. Marine Corps to update the MOA.

Recommendation 1: The Bureau of Diplomatic Security, in coordination with the Office of Legal Adviser, should revise the Memorandum of Agreement between the Department and the U.S. Marine Corps to reflect changes in the types of threats facing U.S. missions overseas, Marine Security Guard duties, and Chief of Mission procedures for handling disciplinary issues. (Action: DS, in coordination with L).

Coordination and Liaison in Military Crisis Response Forces

In 2013, DoD combatant commanders established a variety of military task forces to assist U.S. overseas missions in pre- and post-crisis support. DoD has issued cables to its combatant commanders to coordinate with Chiefs of Mission within their areas of responsibility, and the Department conducted a recent webinar on the subject. However, the Department has not provided comprehensive information on combatant command forces assigned to embassy crisis

⁶ Audit of the Department of State Management of the Marine Security Guard Program and Plans for Expansion (AUD-SI-14-30, issued September 2014).

response, so Chiefs of Mission do not know how to request military support. Without official information on available military support, Chiefs of Mission cannot plan properly for emergencies and may be hindered in their responses to actual crises. In March 2015, the Government Accountability Office issued performance audit report "DoD and State Need to Clarify DoD Roles and Responsibilities to Protect U.S. Personnel and Facilities Overseas in High-Threat Areas" (GAO-15-219C). The report concluded:

By updating interagency and DoD guidance that governs and explains how DoD is to support U.S. embassies prior to and during times of crisis, DoD and State can help ensure that they continue to successfully coordinate their efforts when another crisis occurs that threatens U.S. facilities and the lives of personnel abroad. While this review focused on Africa, the majority of the guidance that informs and guides DoD's efforts to protect U.S. personnel and facilities apply across DoD and [the Department], and it is possible that lack of clarity as experienced in operations in Africa could be replicated in similar operations when other countries face similar emerging crises.

The report recommended that the Secretaries of State and Defense update existing interagency and Department guidance pertaining to the increased DoD role in the protection of U.S. personnel and facilities.

Recommendation 2: The Bureau of Diplomatic Security should issue guidance to Chiefs of Mission on U.S. military assets available during emergency situations. (Action: DS)

Oversight and Coordination of Local Guard and Worldwide Protective Services Contracts

Review of Select Local Guard and WPS Contracts

DS/IP/OPO oversees the administration of approximately 90 local guard contracts, approximately 80 local guard forces personal services agreements (funded through the International Cooperative Administrative Support Services), and 8 task orders for the WPS contract. OIG reviewed the files of 22 (25 percent) local guard contracts and all 8 task orders for the WPS contract, maintained by DS/IP staff, for completeness of Contracting Officer's Representative (COR) files⁷ and for the prompt payment of WPS vendor invoices. OIG found the selected files to be in compliance with 14 Foreign Affairs Handbook (FAH)-2 H517 and Procurement Information Bulletin 2014-10 and that invoices for local guard contracts files and WPS task orders were paid in a timely manner. OIG also noted that all the contract files contained the Federal Acquisition Regulation clause (52.222-50) on trafficking in persons required by 14 FAH-2 H-524 and Procurement Information Bulletin No. 2012-10 relating to

⁷ This review does not include COR files for local guard contracts maintained by RSOs at overseas posts.

recruitment and housing operations of contracts valued at more than \$150,000 that employ third country nationals.

Lack of Service Level Agreement Governing Local Guard and Worldwide Protective Service Contracts

In 2008, the Department mandated centralized solicitation by the Office of Acquisition Management (A/LM/AQM). DS and A/LM/AQM entered into an informal agreement to assign A/LM/AQM contracting officers and specialists in the DS/IP/OPO to work closely with DS/IP desk officers (CORs) and acquisition management analysts in the oversight and management of local guard contracts and WPS contracts. However, no service level agreement exists defining the unusual arrangement of A/LM/AQM contracting staff embedded in the International Programs Directorate.⁸ A/LM/AQM and DS officials stated the cause was due to disagreements in terms for the service level agreement and the press of day-to-day operations. In accordance with 3 Foreign Affairs Manual 1214 b(2), "it is important for managers to provide a clear focus, establish expectations, give direction, and monitor results of their team."

During the review of 22 of the 90 local guard contracts, OIG found that teams of A/LM/AQM contracting staff and DS/IP/OPO desk officers and acquisitions management specialists assigned to those contracts did not follow uniform operating procedures. The lack of clarity in the roles and responsibilities of DS/IP/OPO and A/LM/AQM staffs has caused confusion and misunderstanding relating to performance metrics and timelines relating to contract oversight.

Recommendation 3: The Bureau of Administration, in coordination with the Bureau of Diplomatic Security, should implement a service level agreement to address and clarify the roles and responsibilities of International Programs Directorate desk officers and acquisition management analysts and Office of Acquisition Management contracting staff assigned within the directorate and to establish performance metrics and timelines. (Action: A, in coordination with DS)

Contracting Officer's Representative Certification

OIG reviewed 25 percent of the COR certification and training files for 90 local guard contracts and 8 WPS tasks orders and determined that DS/IP is satisfactorily tracking all COR certification and recertification training and current COR delegation letters. DS/IP/OPO uses a database system and SharePoint site to document all COR-related training and certification requirements and track the rotation of outgoing and incoming CORs, within DS/IP/OPO and at overseas posts, to manage and monitor COR training, certification, and recertification status for each contract.

⁸ AQM charges a 1-percent acquisition services fee for all Department procurement and grant actions. DS/IP contracts total more than \$1.6 billion.

OIG also confirmed that all DS/IP/OPO CORs, assistant CORs, and Government Technical Monitors assigned to WPS and local guard contracts were listed in the database.

Training for Office of Overseas Protective Operations Staff

OIG reviewed training documentation and noted that DS/IP/OPO does not have a training or orientation guide for A/LM/AQM contracting staff and DS desk officers and acquisition management staff members. In 2014, DS/IP/OPO initiated the development of an orientation guide. However, at the time of this inspection, the guide was still pending publication.

Recommendation 4: The Bureau of Diplomatic Security should implement an orientation program for incoming Office of Overseas Protective Operations and embedded Office of Acquisition Management staff to quickly give them a thorough overview of Office of Overseas Protective Operations contracting. (Action: DS)

Contractor Performance Assessment Reporting System

OIG reviewed past performance information relating to WPS and local guard contractors in the Contractor Performance Assessment Reporting System (CPARS) and found performance documentation to be incomplete. A review of the WPS contract files in the CPARS database showed that contracting officers had entered timely performance data by the required deadlines for only 4 of 8 active task orders and 17 of the 22 local guard contracts (out of 90) that OIG reviewed. The Department requires that past performance evaluations be prepared and entered into CPARS when work under a contract or order is completed (14 FAH-2 H-572) and also requires interim evaluations be prepared for contracts or orders with a period of performance (or options) that exceed 1 year (14 FAH-2 H-573.5-16).⁹ Past performance information provides current information to all Government agencies for source selection purposes. Without timely entry of contractor evaluation data into CPARS, U.S. Government agencies risk selecting poor performing contractors for new contract awards or option years.

Recommendation 5: The Bureau of Administration, in coordination with the Bureau of Diplomatic Security, should include in the contracting officers' and contracting officer's representatives' work commitments the requirement to input timely contract data into the Contractor Performance Assessment Reporting System for all International Programs Directorate contracts and task orders. (Action: A, in coordination with DS)

⁹ Other references include The Department's Procurement Executive issued Procurement Information Bulletin 2012-4 and Department of State Acquisition Regulation 642.1503.70, Contractor Performance System, dated January 3, 2012.

OIG Audit Reviews of Contracting Officer Representatives for WPS Contracts Tasks Orders at Overseas Missions

The OIG Office of Audits has reviewed WPS contracting at overseas missions and has noted the inability of WPS CORs (RSOs) in the field to adequately discharge some of their duties¹⁰. DS has now centralized most CORs for WPS and other high-value contracts in Washington or at a regional contracting center, enabling the contracting officers to maintain closer communication with CORs.

An OIG audit report published in October 2014¹¹ noted that the procedures developed by DS for invoice review were insufficient to safeguard against approval of possibly unallowable or unsupported costs because they did not provide the detailed guidance needed. Remaining open and unresolved is the OIG recommendation that A/LM/AQM establish detailed written procedures for in-depth review of invoices and supporting documentation required by the WPS contract and ensure that these procedures are followed for all reviews of Task Order 10 invoice and supporting documentation. During this inspection, OIG noted that DS has attempted to address the concerns in the audit report by contracting a study of WPS work processes. The study had not been released at the time of the inspection.

RESOURCE MANAGEMENT

A GS-15 Resource Manager leads the DS/IP Resource Management staff, supervising 10 budget and program analysts. The Resource Management staff provides support to the directorate and coordination with the DS Executive Office Chief Financial Officer for all resource issues. This includes coordination of the more-than-\$1.6-billion DS/IP budget, domestic and overseas staffing, knowledge management, and requests from external stakeholders. OIG reviewed this section and did not find any issues relating to its operation or support to DS/IP.

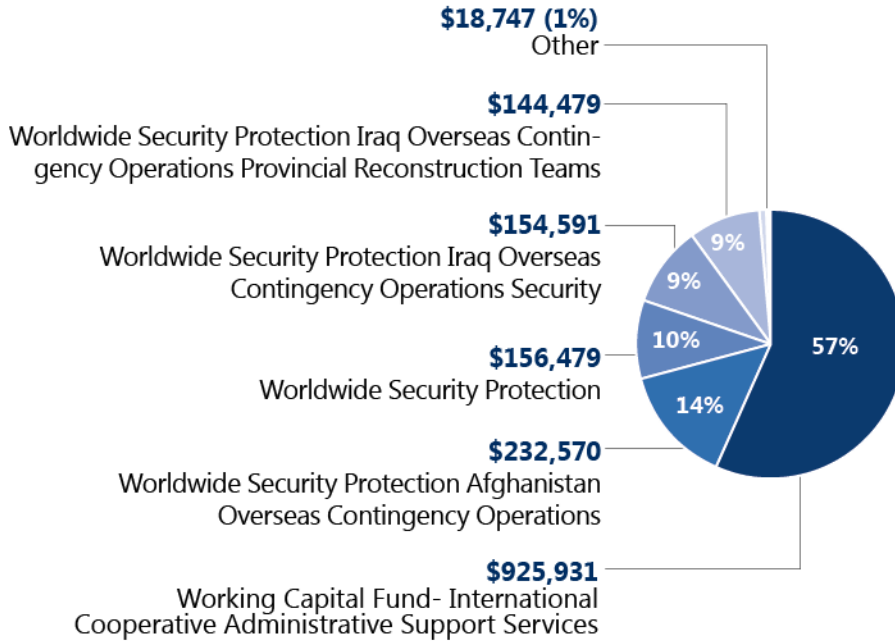
¹¹ AUD-MERO-15-03.

Financial and Human Resources

Bureau of Diplomatic Security, Directorate of International Programs FY 2015 Program Budget

(\$ Thousands)

Total: **\$1,632,797**

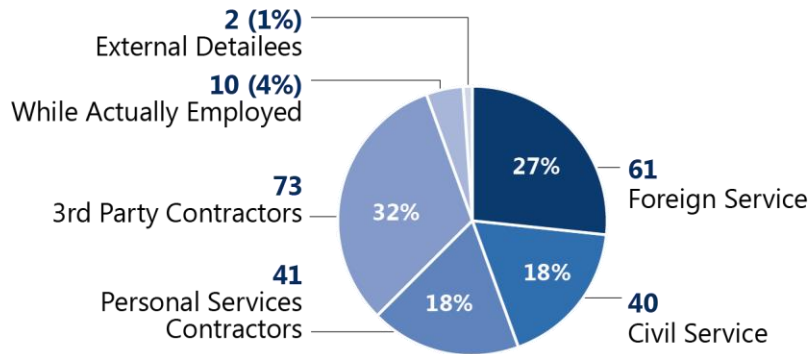


Note: Category labeled "Other" includes the following: Worldwide Security Protection Afghanistan Enduring: \$9,745, Worldwide Security Protection Pakistan Enduring: \$8,106, WSP PAK END: \$564, Worldwide Security Protection Pakistan Overseas Contingency Operations: \$332.

Source: Bureau of Diplomatic Security, Office of Executive Director.

U.S. Domestic Financial and Human Resources Staff

Total: **227 staff**



Note: A list of 32 authorized While Actually Employed positions are used as needed to provide assistance to posts in the form of consultation visits and temporary duty assignments.

Source: Bureau of Diplomatic Security, Office of the Executive Director.

RECOMMENDATIONS

Recommendation 1: The Bureau of Diplomatic Security, in coordination with the Office of Legal Adviser, should revise the Memorandum of Agreement between the Department and the U.S. Marine Corps to reflect changes in the types of threats facing U.S. missions overseas, Marine Security Guard duties, and Chief of Mission procedures for handling disciplinary issues. (Action: DS, in coordination with L).

Recommendation 2: The Bureau of Diplomatic Security should issue guidance to Chiefs of Mission on U.S. military assets available during emergency situations. (Action: DS)

Recommendation 3: The Bureau of Administration, in coordination with the Bureau of Diplomatic Security, should implement a service level agreement to address and clarify the roles and responsibilities of International Programs Directorate desk officers and acquisition management analysts and Office of Acquisition Management contracting staff assigned within the directorate and to establish performance metrics and timelines. (Action: A, in coordination with DS)

Recommendation 4: The Bureau of Diplomatic Security should implement an orientation program for incoming Office of Overseas Protective Operations and embedded Office of Acquisition Management staff to quickly give them a thorough overview of Office of Overseas Protective Operations contracting. (Action: DS)

Recommendation 5: The Bureau of Administration, in coordination with the Bureau of Diplomatic Security, should include in the contracting officers' and contracting officer's representatives' work commitments the requirement to input timely contract data into the Contractor Performance Assessment Reporting System for all International Programs Directorate contracts and task orders. (Action: A, in coordination with DS)

PRINCIPAL OFFICIALS

Title	Name	Arrival Date
Front Office:		
Deputy Assistant Secretary	Christian Schurman	09/14
Deputy Assistant Director	Michael H. Ross	07/09
Office Directors:		
Office of Regional Directors	Michael H. Ross	08/14
Office of Special Projects and Coordination	Cornell Chasten	06/15
Office of Overseas Protection Operations	Assiya Ashraf-Miller	01/15

APPENDIX A: PURPOSE, SCOPE, AND METHODOLOGY

This inspection was conducted in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2012 by the Council of the Inspectors General on Integrity and Efficiency, and the Inspector's Handbook, as issued by OIG for the Department and the Broadcasting Board of Governors.

Purpose and Scope

The Office of Inspections provides the Secretary of State, the Chairman of the Broadcasting Board of Governors, and Congress with systematic and independent evaluations of the operations of the Department and the Broadcasting Board of Governors. Inspections cover three broad areas, consistent with Section 209 of the Foreign Service Act of 1980:

- Policy Implementation: whether policy goals and objectives are being effectively achieved; whether U.S. interests are being accurately and effectively represented; and whether all elements of an office or mission are being adequately coordinated.
- Resource Management: whether resources are being used and managed with maximum efficiency, effectiveness, and economy and whether financial transactions and accounts are properly conducted, maintained, and reported.
- Management Controls: whether the administration of activities and operations meets the requirements of applicable laws and regulations; whether internal management controls have been instituted to ensure quality of performance and reduce the likelihood of mismanagement; whether instance of fraud, waste, or abuse exist; and whether adequate steps for detection, correction, and prevention have been taken.

Methodology

In conducting inspections, the inspectors review pertinent records; as appropriate, circulate, review, and compile the results of survey instruments; conduct on-site interviews; and review the substance of the report and its findings and recommendations with offices, individuals, organizations, and activities affected by this review.

For this inspection, the team reviewed approximately 145 OIG questionnaire responses from IP staff and 201 field survey responses from RSOs and Deputy Chiefs of Mission; conducted more than 170 interviews of IP, Department, and other agency staff members; and reviewed approximately 475 documents to develop the findings and recommendations issued in this report.

ABBREVIATIONS

A/LM/AQM	Office of Acquisition Management
COR	Contracting Officer's Representative
CPARS	Contractor Performance Assessment Reporting System
DoD	U.S. Department of Defense
DS	Bureau of Diplomatic Security
DS/IP	Bureau of Diplomatic Security International Programs Directorate
DS/IP/OPO	Office of Overseas Protective Operations
FAH	Foreign Affairs Handbook
FPDs	Force Protection Detachments
MOA	Memorandum of Agreement
MOU	Memoranda of Understanding
MSG	Marine Security Guard
RSOs	Regional Security Officers
WPS	Worldwide Protective Services

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