



OIG

Office of Inspector General

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

ISP-I-18-24

Office of Inspections

June 2018

Inspection of Embassy Dublin, Ireland

BUREAU OF EUROPEAN AND EURASIAN AFFAIRS



OIG HIGHLIGHTS

ISP-I-18-24

June 2018

OFFICE OF INSPECTIONS

Bureau of European and Eurasian Affairs

Inspection of Embassy Dublin, Ireland

What OIG Found

- The Chargé d’Affaires effectively led Embassy Dublin’s activities to focus on the new administration’s policy priorities, especially on cybersecurity, trade and investment.
- The Chargé d’Affaires modeled many of the Department of State’s leadership and management principles. However, speculation about several curtailments by American direct-hire staff became a source of tension between the Chargé and some staff members.
- Embassy Dublin lacked sufficient internal controls in management operations, including motor pool, nonexpendable property, and time and attendance.
- Information management operations and services generally complied with the Department’s policies and guidance but lacked information technology contingency planning to efficiently respond to system outages.

What OIG Inspected

OIG inspected the executive direction, management, management controls, and information management operations of Embassy Dublin.

What OIG Recommended

OIG made 11 recommendations to improve Embassy Dublin’s management controls and information management operations.

In its comments on the draft report the embassy concurred with all 11 recommendations. OIG considers all 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.

Office of Inspector General
U.S. Department of State • Broadcasting Board of Governors

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CONTEXT

Ireland is a European country with a population of approximately 5 million. Following the 1916 Easter Monday uprising, the modern Irish state gained independence in 1921, with six counties in the north remaining part of the United Kingdom. The 2008 global financial crisis and the subsequent collapse of Ireland's domestic property market and construction industry put an end to the so-called Celtic Tiger era, during which the country experienced rapid economic growth. Ireland's economy began to recover in 2014, fueled by the export sector, which is dominated by foreign multinational companies.

U.S. engagement with Ireland is based on longstanding shared cultural, political, economic, and commercial interests. The Government of Ireland is a party to the U.S.-brokered Good Friday Agreement of 1998 and subsequent agreements that support the peace process in Northern Ireland. Ireland's international security policy is based on military neutrality, and it has participated in peacekeeping operations under United Nations, NATO, and European Union mandates, including in Afghanistan, the Balkans, and Lebanon.

The United States is Ireland's largest export market and in 2016 was its second largest import partner. According to the American Chamber of Commerce in Ireland, more than 400 U.S. companies operate from Ireland, which provides an entry into European markets, and 700 Irish firms in the United States employ 80,000 persons.

Embassy Dublin's FY 2016-2018 Integrated Country Strategy (ICS)¹ has four main goals:

- Supporting active Irish leadership in pursuit of shared global, multilateral, and regional priorities.
- Expanding transatlantic economic opportunities by increasing U.S. exports into Ireland and the wider European marketplace, facilitating Irish foreign direct investment into the U.S., and advancing U.S. policy and business interests.
- Energizing and empowering Ireland's growing youth population to serve as active local leaders and informed global citizens in support of U.S. priorities and common values.
- Facilitating and encouraging secure, efficient, and safe travel for visitors to the United States and to Ireland.

At the time of the inspection, Embassy Dublin's authorized staffing levels included 79 U.S. direct-hire employees, of whom 45 were employees of the Department of Homeland Security's U.S. Customs and Border Protection, and 141 locally employed (LE) staff, 18 of whom were U.S. citizens. Other agencies represented in the embassy included the Departments of Defense and Commerce. Total FY 2017 funding for Embassy Dublin was \$19.2 million.

¹ This was the ICS in effect at the time of this inspection. However, in cable 2018 STATE 17760 ("Launch of Bureau and Mission Strategic Planning," February 27, 2018), the Department instructed all missions to review and update their ICS, or submit a new strategy, to align with the FY 2018-2022 State-U.S. Agency for International Development Joint Strategic Plan, the 2017 National Security Strategy, and bureau strategic priorities.

OIG conducted this inspection of Embassy Dublin consistent with Section 209 of the Foreign Service Act.² Using its risk-based approach to inspections, OIG identified the embassy as a relatively lower risk mission and therefore limited the scope of the inspection to executive direction, management operations, management controls, and information management. The companion classified inspection report discusses the embassy's security program and issues affecting the safety of mission personnel and facilities.

EXECUTIVE DIRECTION

OIG assessed Embassy Dublin's leadership on the basis of on-site interviews that included comments on Front Office performance; 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

The Chargé d'Affaires, ad interim, arrived in Dublin in September 2016 to begin his assignment as Deputy Chief of Mission (DCM), his first such posting, and became Chargé following the Ambassador's departure in January 2017. Between January and September 2017, three embassy section chiefs and one temporary duty officer from another embassy served successively as acting DCM. The Public Affairs Officer, who arrived in August 2017, became acting DCM 3 weeks after his arrival and was still serving in this capacity at the time of the inspection. Like the Chargé, he had no previous experience working in a Front Office.

OIG found that the Chargé modeled many of the leadership and management principles in 3 Foreign Affairs Manual (FAM) 1214. Senior staff and agency representatives told OIG that the Chargé frequently discussed at country team meetings the importance of observing Department of State (Department) standards of conduct and emphasized his insistence that personnel "always do the right thing." However, not all staff members regularly attend country team meetings; those who did not had seen management notices on these issues but had not heard the Chargé personally speak about them. OIG encouraged the Chargé to look for other ways to emphasize his personal commitment to these principles—for example in a town hall meeting or at other venues—to the broader embassy community.

A majority of embassy staff told OIG that the Chargé was accessible, promoted collaboration between embassy sections and agencies, and sought their input. Senior staff members and agency heads told OIG that country team and other meetings were collegial and that the Chargé worked to reconcile differing viewpoints and build consensus, which OIG observed during the course of the inspection. They also said that he demonstrated his support for professional development by arranging for private companies to speak to staff about perspectives on leadership and teamwork. Representatives of U.S. Customs and Border Protection, who work at Dublin and Shannon airports, told OIG they appreciated the Chargé's efforts to integrate their

² See Appendix A.

agency more fully into the embassy; they noted particularly the visits by the Chargé and other embassy staff to their workplaces and the Chargé's support for filling the Community Liaison Officer position at Shannon. LE staff praised him for taking the initiative to address longstanding morale issues and requesting their views on solutions.

Despite these positive comments on the professional tone set by the Chargé, officials in the Bureau of European and Eurasian Affairs and some embassy staff told OIG that he did not always act in accordance with the full set of 3 FAM 1214 leadership and management principles. Several U.S. direct-hire staff members curtailed or were curtailed from the embassy in 2017, including three Department section chiefs.³ These curtailments, and speculation about the reasons for them, became a source of tension between the Chargé and some staff members. The Chargé acknowledged these tensions and told OIG he would actively take steps to address them.

Staff told OIG that the acting DCM was approachable, supported cooperative relationships within the embassy, and met regularly with them. He sought their input, was open to differing views, and actively engaged them to become knowledgeable about their operations.

The embassy's Equal Employment Opportunity program met Department standards as defined in 3 FAM 1514.2. The embassy posted information about the program and how to contact the Equal Employment Opportunity counselor and the two LE staff liaisons on bulletin boards in the chancery and annex buildings. OIG also determined that the embassy received and recorded gifts in accordance with 2 FAM 960. The Chargé, acting DCM, and Management Officer told OIG they frequently conferred to ensure the embassy handled gifts properly.

Execution of Foreign Policy Goals and Objectives

Consistent with leadership principles in 3 FAM 1214, the Chargé directed Embassy Dublin's efforts to review and refine the FY 2016-2018 ICS after the new Administration took office. This proactive work left the embassy well-positioned to respond to the Department's February 2018 directive that all posts update their ICS. The review focused on the new administration's policy priorities, especially trade and investment; the political and economic impact of the United Kingdom's prospective withdrawal from the European Union; and new opportunities for U.S. engagement. For instance, the country team identified as an important goal bolstering Ireland's cyber security capacity. The Chargé established an interagency working group, which defined a mission statement and a strategy that included detailed milestones and activities, timelines, and periodic reviews. In November 2017, the embassy proposed and organized a 3-day visit by the Department of Homeland Security's Assistant Secretary for Cyber Security that included meetings with high-ranking Irish officials, Irish and American industry leaders, and representatives from Irish infrastructure platforms. At the time of the inspection, the embassy was preparing to send 25 senior Irish cyber security officials and representatives from the

³ Curtailment, or shortening an employee's tour of duty, is an assignment, rather than a disciplinary, action, and an employee assigned abroad may request curtailment of his or her tour of duty for any reason. If the chief of mission determines that curtailment of an employee's tour of duty would be in the best interests of the post, the chief of mission may ask that the employee's tour of duty be curtailed immediately. 3 FAM 2440.

Government of Ireland, the private sector, academia, and Northern Ireland to meet counterparts in the United States, with the goal of creating a regular mechanism to exchange cyber security information and expertise.

In OIG interviews, Washington officials praised the Chargé's efforts to position the embassy on priority issues such as the Northern Ireland peace process as well as his wide range of contacts in the Irish and U.S. business communities. OIG reviewed the Chargé's calendar from January 2017 through January 2018 and confirmed his active engagement with Irish government, political, economic, cultural, and business communities.

Employees of other agencies represented at the mission told OIG that the Front Office promoted effective operational coordination among all agencies, which OIG observed during the inspection.

Adherence to Internal Controls

The embassy's 2017 Annual Chief of Mission Management Control Statement of Assurance, submitted on August 25, 2017, did not identify any internal control deficiencies. The Department's Statement of Assurance guidance⁴ requires embassies to include all organizational units in its review. However, Embassy Dublin's internal control review process omitted the Political-Economic and Public Affairs Sections. OIG advised the embassy to conduct additional, more detailed internal control reviews before the 2018 Statement of Assurance to follow up on issues identified during this inspection.

The Chargé carried out regular reviews of the consular section chief's nonimmigrant visa adjudications, as required by 9 FAM 403.9-2(D) and 9 FAM 403.10-3(D).

Security and Emergency Planning

Embassy staff told OIG that the Front Office supported the embassy's security program. Specifically, the Chargé and the acting DCM met regularly with the embassy's Regional Security Officer, and the acting DCM chaired nine Emergency Action Committee meetings in 2017 to address embassy preparations for events and programs. The Chargé established a working group to address security conditions at the airports in Dublin and Shannon in light of the U.S. Customs and Border Protection's presence at both locations and the steady stream of transiting U.S. military and official aircraft. The embassy was up to date on all required drills and exercises at the main embassy building and was preparing to conduct drills at the nearby annex building. However, many embassy employees, including the Chargé, did not fully participate in monthly checks of the emergency and evacuation radio network, as required by 5 FAM 541(b). During the inspection, the Chargé committed to take part in these checks in order to reinforce the importance of full participation.

⁴ Cable 2015 State 137452, "Your Role in Assuring Strong Management Controls and Oversight Over Mission Operations," December 7, 2015. The Bureau of the Comptroller and Global Financial Services in June 2017 provided a Management Controls Checklist for 2017 to guide preparation of the Statement of Assurance.

Overall, OIG confirmed that Embassy Dublin generally conducted its security program in accordance with Department standards and guidance. However, OIG identified some deficiencies, discussed in the companion classified report.

Developing and Mentoring Future Foreign Service Professionals

The embassy had an active program to help the four First- and Second-Tour (FAST) Foreign Service personnel develop professionally. The acting DCM met monthly with FAST employees and the Chargé initiated and oversaw a structured program to match them with mid-level mentors and draw up specific activities that included many of the best practices identified in Department cable 2015 State 23542.⁵ At the time of the inspection, FAST personnel were testing a new embassy program ("Across Ireland"), which assigned teams to monitor developments in outlying areas of Ireland. The teams included a FAST employee, a mid-level officer, and an LE staff member. These teams proposed and arranged activities, in conjunction with Front Office travel to those areas, in order to broaden embassy engagement across Ireland. The teams also promoted close working relationships among embassy offices and staff members.

RESOURCE MANAGEMENT

OIG reviewed internal control systems in the Human Resources, Financial Management, General Services, and Facilities Management Sections. OIG found the Management Section did not adhere to basic internal control processes and that many standard operating procedures and policies were out of date. During the on-site portion of the inspection, the Management Section addressed the following issues identified by OIG:

- The Safety Health and Environmental Management Committee did not meet on a semi-annual basis (15 FAM 933).
- The embassy's International Cooperative Administrative Support Services⁶ Council did not meet on a regular schedule and document activities (6 Foreign Affairs Handbook (FAH)-5 H-222.3-3).
- The Post Occupational Safety Health Officer did not conduct annual inspections of all office work areas or semi-annual inspections of increased risk areas (15 FAM 962).
- The embassy did not use the Department's Fleet Management Information System to capture operational data on vehicle dispatch, maintenance, and fuel (General Services Administration Bulletin, Federal Management Regulation B-15 on Motor Vehicle Management).
- The alternate cashier did not routinely assume all cashier duties and operate the cashiering database (Department of State Cashier Users Guide, June 2017, Section 3.6(5)).

⁵ Cable 2015 State 23542, "Mentoring for a Stronger Department of State," March 5, 2015.

⁶ The International Cooperative Administrative Support Services (ICASS) system, established in 1997, is the principal means by which U.S. Government agencies share the cost of common administrative support services at more than 250 diplomatic and consular posts overseas. Through ICASS, which operates a working capital fund, service providers recover the cost of delivering administrative support services to other agencies at overseas missions, in accordance with 6 FAM 911 and 6 FAH-5 H-013.2.

- The embassy did not track the chauffeur and incidental (self-drive) operators' medical certifications or ensure that the certifications for all U. S. direct-hire staff were complete (14 FAM 432.4(c)(4)).

OIG also found other internal control concerns, discussed below.

No Oversight of Official Residence Household Staff At Vacant Chief of Mission Residence

Embassy Dublin did not oversee the daily activity of the four full-time and one part-time official residence staff working at the chief of mission residence. The residence had been vacant since January 2017, but embassy management retained the staff to care for the large residence and grounds and to support representational events held there. Although 3 FAM 3251.1(b) permits an official residence to be staffed between occupants, OIG found that embassy management did not provide any direct oversight of the staff, making it impossible to monitor their duties and efficiency. OIG advised the embassy to assign oversight of the official residence staff to the Management Officer until the arrival of a new chief of mission. Because the Chargé agreed to take action to address this problem, OIG did not make a recommendation in this report.

General Services

Embassy Lacked an Annual Acquisition Plan

The embassy did not have an annual acquisition plan for procuring goods and services, nor did management officials seek input from embassy sections to forecast contracting requirements for the upcoming fiscal year. This is inconsistent with Federal Acquisition Regulation 7.102(a), which requires that acquisition planning be performed for all purchases. Without an annual acquisition plan, the embassy cannot determine optimal contracting methods, increase competition, or realize potential cost savings.

Recommendation 1: Embassy Dublin should complete an annual mission-wide acquisition plan. (Action: Embassy Dublin)

Controls for Motor Vehicle Fuel Card Charges Lacking

Due to a lack of oversight, the embassy did not adequately reconcile its monthly motor vehicle fuel card charges. In particular, the embassy did not collect drivers' fuel receipts or daily trip records, and therefore could not reconcile them with the monthly invoice from the fuel vendor to ensure the charges were accurate. Guidance in 14 FAH-1 H-814.3-3(d) and 14 FAH-1 H-814.3-1 requires that the embassy maintain fuel receipts in order to validate invoices. Additionally, 14 FAH-1 H-814.1-1 requires drivers to submit a written record of each vehicle's daily use. Performing an effective reconciliation of monthly fuel charges with fuel receipts and daily trip records is a key management control. Failure to observe such required management control procedures increases the risk of misuse of embassy motor vehicle fuel cards.

Recommendation 2: Embassy Dublin should administer its fuel card program in accordance with Department requirements. (Action: Embassy Dublin)

Chief of Mission Drivers Worked Shifts of More Than 10 Hours

Embassy Dublin's two chief of mission chauffeurs and one back-up chauffeur regularly exceeded Department limits on working hours. The Department's Overseas Motor Vehicle Safety Management Program and the embassy's Motor Vehicle Safety Program limit all drivers to 10 hours of duty each day. In addition, 14 FAM 432.4(c)(3) requires posts to ensure that no chauffeurs exceed limits prescribed in the Overseas Motor Vehicle Safety Management Program. OIG determined that the embassy did not adequately monitor the drivers' time and attendance. Failure to enforce these standards increases risks to drivers, passengers, and the public, as well as damage to U.S. Government property.

Recommendation 3: Embassy Dublin should require that the chief of mission chauffeurs comply with applicable Department motor vehicle safety requirements. (Action: Embassy Dublin)

Property Transfers Were Not Properly Documented

OIG found that the embassy did not document all nonexpendable property transfers, as required by 14 FAM 425.3-6. The Department's guidance states that the relocation, reutilization, or redistribution of nonexpendable property, such as furniture, computer equipment, and appliances, must be authorized and recorded in the Department's Integrated Logistics Management System. Additionally, 14 FAM 414.5 states that the accountable property officer must ensure that effective internal requisitioning and issuing procedures are established and enforced to document nonexpendable property transactions.

OIG found 13 instances in FY 2016 and FY 2017 where the embassy transferred multiple pieces of property to multiple locations using a single authorization rather than preparing individual authorizations for each location. OIG also found 38 instances in FY 2017 of unauthorized property transfers. The Property Management Officer is responsible for property accountability as defined in 14 FAM 411.2-1 (b)(5). One of the conditions of property accountability, as set forth in 14 FAM 411.4, is responsibility for tracking the movement and location of assets. The General Services Office's property management unit staff were unaware that transfers were documented improperly. Failure to document property transfers is an internal control weakness that could increase the risk of fraud or theft.

Recommendation 4: Embassy Dublin should document all nonexpendable property transfers in accordance with Department standards. (Action: Embassy Dublin)

Human Resources

Embassy Did Not Consistently Authorize Overtime in Advance

Time and attendance records showed that American supervisors did not consistently approve overtime in advance, as required by 4 FAH-3 H-523.2. In particular, OIG reviewed time and attendance records for the Management and Information Management Sections and the Front Office during pay periods 25 and 26 in 2017 and periods 1 and 2 in 2018. For those time

periods, OIG found 12 instances where employees claimed overtime without having the required pre-approval. In addition, OIG found that employees used different forms to record and obtain overtime approvals. The lack of a comprehensive time and attendance policy caused these deficiencies. Failure to approve overtime in advance is an internal management control weakness and may lead to fraud, waste, and abuse of resources.

Recommendation 5: Embassy Dublin should require authorizing officials to approve employee overtime requests in advance, in accordance with Department guidance. (Action: Embassy Dublin)

Financial Management

Embassy Allowance Reports Were Overdue

The embassy did not submit reports used to determine U.S. direct-hire allowances to the Bureau of Administration on time, as required in Department of State Standardized Regulation 070. According to the regulations, the retail price survey must be submitted every 2 years, and the living quarters expenditure report must be submitted annually. The embassy's retail price schedule survey, due in June 2017, was 8 months late at the time of the inspection.⁷ In addition, the embassy's living quarters expenditure reports for both Dublin and the Shannon area, where U.S. Customs and Border Protection employees are stationed, had not been submitted since 2008 and 2010, respectively. This allowance is granted to help employees defray the annual cost of their housing.

The embassy's Financial Management Officer told OIG that the embassy did not submit the retail price survey because of an insufficient number of survey responses from embassy personnel. In addition, Management Section staff told OIG they were unaware of the requirements for the living quarters expenditure report. Without these submissions, the Department's Office of Allowances is unable to provide accurate cost of living and living quarters allowances to U.S. Government employees.⁸

Recommendation 6: Embassy Dublin should submit its overdue allowance reports to the Bureau of Administration, in accordance with Department standards. (Action: Embassy Dublin)

Embassy Did Not Adhere To Its Accommodation Exchange Policy

Embassy Dublin did not adhere to its accommodation exchange policy, which states that all accommodation exchange transactions above \$1,000 should be made by electronic funds

⁷ This survey provides the basis for a cost-of-living allowance granted to direct-hire employees stationed at an overseas post where the cost of living, exclusive of housing, is substantially higher than in Washington, D.C.

⁸ A recent OIG report—*Audit of Select Cost-of-Living Allowances for American Employees Stationed in Foreign Areas* (AUD-FM-17-51, August 2017)—recommended eliminating the location-specific survey data process for individual posts. Notwithstanding this recommendation, since the current process is still in place, the Department should ensure that it is followed correctly, which is why OIG is making a specific recommendation to address the problem at Embassy Dublin.

transfer. Between June 2017 and January 2018, OIG found 16 instances out of 124 transactions (13 percent) where embassy staff exchanged more than \$1,000 and received the equivalent funds in cash. Failure to adhere to its own accommodation exchange policy increases risk in Embassy Dublin's cashiering operations.

Recommendation 7: Embassy Dublin should enforce its accommodation exchange policy. (Action: Embassy Dublin)

Facility Management

Embassy Did Not Conduct Diesel Generator Load Testing

Embassy Dublin did not conduct periodic diesel generator load testing to ensure a safe and reliable power system needed for the mission's business continuity. The Bureau of Overseas Buildings Operations' Standby Generator Systems Operations and Maintenance Standards require that standby generators be operated monthly under load for a minimum of one hour. Staff told OIG they considered generator testing a low priority because of Ireland's stable power infrastructure. Even acknowledging this statement, failure to test the diesel generators monthly increases the risk that they may be inoperable in the event of a power outage.

Recommendation 8: Embassy Dublin should implement a monthly testing program for its diesel generators. (Action: Embassy Dublin)

Information Management

OIG reviewed the embassy's Information Management operations, including classified, unclassified, and dedicated internet network computer operations; classified communications security; emergency communications preparedness; radio and telephone programs; and mail and pouch services. OIG found these operations and services met customer needs and complied with requirements in 5 FAM 120, with the exceptions discussed below.

Information Technology Contingency Planning Did Not Meet Department Standards

The Information Management Section did not complete or annually test the embassy's unclassified and classified information technology (IT) contingency plans, as required by 12 FAH-10 H-232.3-1(b)(1-3). Department guidelines require management to do so both to ensure effectiveness and to determine the mission's readiness to execute the plans during unplanned system outages or disruptions. Inadequate contingency planning and testing prevents IM managers from mitigating the risk of system and service disruptions.

Recommendation 9: Embassy Dublin should conduct annual tests of its information technology contingency plans for unclassified and classified networks, in accordance with Department standards. (Action: Embassy Dublin)

Information Technology Contingency Plan Training Not Conducted

The embassy did not conduct initial and annual refresher IT contingency training for employees with IT contingency planning responsibilities. This is inconsistent with 12 FAH-10 H-232.2-1, which requires management to ensure that such initial and annual refresher IT contingency training is delivered to employees based on their roles and responsibilities as defined in the IT contingency plans. Section managers told OIG they did not know about this requirement. Failure to comply with these requirements could impede the embassy's ability to effectively respond to unplanned systems outages or disruptions.

Recommendation 10: Embassy Dublin should implement a plan to conduct initial and annual refresher information technology contingency training for employees with information technology contingency planning responsibilities. (Action: Embassy Dublin)

Telecommunications Demarcation Point Improperly Located

The demarcation point connecting the embassy's telecommunications systems to the public telecommunication network was located in the main telephone frame room of the chancery building, contrary to 12 FAH-6 H-651.5-2. Locating the public telecommunication equipment in a telephone distribution frame room whose access is limited to cleared American employees created security vulnerabilities every time access was granted to non-cleared internet service provider employees.

Recommendation 11: Embassy Dublin should relocate the telecommunications demarcation point outside the main telephone frame room. (Action: Embassy Dublin)

RECOMMENDATIONS

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 Dublin. The embassy's complete response can be found in Appendix B. The Department also provided technical comments that OIG incorporated, as appropriate, into the report.

Recommendation 1: Embassy Dublin should complete an annual mission-wide acquisition plan. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of an annual mission-wide acquisition plan.

Recommendation 2: Embassy Dublin should administer its fuel card program in accordance with Department requirements. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the fuel card program is administered in accordance with Department requirements.

Recommendation 3: Embassy Dublin should require that the chief of mission chauffeurs comply with applicable Department motor vehicle safety requirements. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the chief of mission chauffeurs comply with applicable Department motor vehicle safety standards.

Recommendation 4: Embassy Dublin should document all nonexpendable property transfers in accordance with Department standards. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the fuel card program is administered in accordance with Department requirements.

Recommendation 5: Embassy Dublin should require authorizing officials to approve employee overtime requests in advance, in accordance with Department guidance. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that overtime requests are approved in advance, in accordance with Department guidance.

Recommendation 6: Embassy Dublin should submit its overdue allowance reports to the Bureau of Administration, in accordance with Department standards. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the allowance reports were submitted to the Bureau of Administration.

Recommendation 7: Embassy Dublin should enforce its accommodation exchange policy. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of that the accommodation exchange policy is enforced.

Recommendation 8: Embassy Dublin should implement a monthly testing program for its diesel generators. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of a monthly testing program for the embassy's diesel generators.

Recommendation 9: Embassy Dublin should conduct annual tests of its information technology contingency plans for unclassified and classified networks, in accordance with Department standards. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation. The embassy noted a target compliance date of July 2018.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of annual test of the embassy's information technology contingency plans, in accordance with Department standards.

Recommendation 10: Embassy Dublin should implement a plan to conduct initial and annual refresher information technology contingency training for employees with information technology contingency planning responsibilities. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of initial and annual refresher information technology training for applicable employees.

Recommendation 11: Embassy Dublin should relocate the telecommunications demarcation point outside the main telephone frame room. (Action: Embassy Dublin)

Management Response: In its May 16, 2018, response, Embassy Dublin concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation of that the telecommunications demarcation point was moved outside the main telephone frame room.

PRINCIPAL OFFICIALS

Title	Name	Arrival Date
Chiefs of Mission:		
Chargé d'Affaires	Lonnie Reece Smyth	10/2016
Acting Deputy Chief of Mission	Lawrence Wolcott	8/2017
Chiefs of Sections:		
Management	Adham Loutfi	8/2017
Consular	Mary Virginia Hantsch	7/2017
Political/Economic	Timothy Forsyth	9/2017
Public Affairs (Acting)	Mark Bosse	8/2017
Regional Security	David P. Malone	8/2016
Other Agencies:		
Department of Defense	Lt. Col. Andrew Martin	6/2016
Department of Homeland Security, U.S. Customs and Border Protection	Zachary Clay Thomas	2/2016
U.S. Commercial Service (Located in Stockholm)	Dillon Banerjee	8/2017

Source: Embassy Dublin

APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

This inspection was conducted January 3 and March 5, 2018, 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 of State and the Broadcasting Board of Governors.

Objectives 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.

In conducting inspections, OIG uses a risk-based approach to focus its inspection resources on areas of greatest impact. Consequently, OIG identified Embassy Dublin as a relatively small, lower risk mission and therefore limited the scope of this inspection to executive direction, management operations, information management, and management controls.

Methodology

OIG reviews pertinent records, circulates, and compiles the results of survey instruments, 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. For this inspection, OIG conducted 50 interviews. OIG also reviewed 21 personal surveys.

APPENDIX B: MANAGEMENT RESPONSE



Embassy of the United States of America

Dublin
May 16, 2018

UNCLASSIFIED

THRU: EUR – Wess Mitchell, Assistant Secretary
TO: OIG – Sandra Lewis, Assistant Inspector General for Inspections
FROM: U.S. Embassy Dublin – Reece Smyth, Chargé d’Affaires, a.i.
SUBJECT: Response to Draft OIG Report – Inspection of U.S. Embassy Dublin

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

OIG Recommendation 1: Embassy Dublin should complete an annual mission-wide acquisition plan. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation and will develop an acquisition plan for the upcoming fiscal year.

OIG Recommendation 2: Embassy Dublin should administer its fuel card program in accordance with Department requirements. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation and has implemented the following measures:

- All official government vehicles are assigned a designated fuel card issued by Dublin’s local fuel vendor. Each card has an individualized PIN number which must be quoted for every purchase.
- GSO maintains a current list of all Topaz cards, including PIN numbers, for each vehicle.
- Once fueling is complete, the driver provides the vendor with current mileage and registration number of the vehicle, and is given a fuel receipt.
- At the Chancery, the driver places the fuel receipt in the designated box.
- Fuel receipts are collected on a daily basis and filed in GSO.
- Upon receipt of the bill, GSO reconciles each fuel receipt against each vehicle on the bill.

- The fuel information is then entered into FMIS for each vehicle.
- The GSO approves for payment and the invoice is sent to post's Finance office for payment.

OIG Recommendation 3: Embassy Dublin should require that the chief of mission chauffeurs comply with applicable Department motor vehicle safety requirements. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation and is taking the following actions to ensure compliance:

1. COM vehicle are now being staged at the Chancery overnight, rather than at the currently vacant Chief of Mission Residence; this change will decrease by nearly two hours the duty time per day for the on-duty driver.
2. Post has sent additional back-up drivers to the Armored Vehicles Driver Training course, which will allow the designated drivers to be relieved at appropriate times.

OIG Recommendation 4: Embassy Dublin should document all nonexpendable property transfers in accordance with Department standards. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation and is taking the following actions to ensure compliance:

1. Each item being transferred from one location to another is now being listed on its own form, as opposed to consolidating items for different locations on one form.
2. The ILMS clerk and other approvers are now verifying that each item moving to a separate location is listed on its own form.

OIG Recommendation 5: Embassy Dublin should require authorizing officials to approve employee overtime requests in advance, in accordance with Department guidance. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation and has sent reminders to timekeepers noting that all overtime requests must be submitted and approved in advance.

OIG Recommendation 6: Embassy Dublin should submit its overdue allowance reports to the Bureau of Administration, in accordance with Department standards. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation and will initiate the overdue allowance reports this summer.

OIG Recommendation 7: Embassy Dublin should enforce its accommodation exchange policy. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation and will not allow accommodation exchange outside of those permitted by post policy.

OIG Recommendation 8: Embassy Dublin should implement a monthly testing program for its diesel generators (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation and is developing a monthly generator test plan for one hour of run time for both the Chancery and PCC generators.

OIG Recommendation 9: Embassy Dublin should conduct annual tests of its information technology contingency plans for unclassified and classified networks, in accordance with Department standards. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation, and its IRM section will establish an annual test of its IT contingency plans for OpenNet and ClassNet beginning in July 2018.

OIG Recommendation 10: Embassy Dublin should implement a plan to conduct initial and annual refresher information technology contingency training for employees with information technology contingency planning responsibilities. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation. In conjunction with the testing of the IT contingency plan noted in the response to OIG Recommendation 9, the IRM section will provide annual refresher training to all employees who have roles and responsibilities supporting the contingency plan.

OIG Recommendation 11: Embassy Dublin should relocate the telecommunications demarcation point outside the main telephone frame room. (Action: Embassy Dublin)

Management Response: U.S. Embassy Dublin accepts the recommendation, and would like to request OBO's assistance in clearing it. After consultation with OBO's office of Electrical Engineering (OBO/PDCS/DE/EE), post would like to suggest enlarging the demarcation and frame rooms, with the installation of a door to provide secure access only to the frame room.

The point of contact for this memorandum is L. Kirk Wolcott, Acting Deputy Chief of Mission, U.S. Embassy Dublin.

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APPENDIX C: FY 2017 STAFFING AND FUNDING BY AGENCY

Agency	U.S. Locally			Total Staff	Funding (\$)
	U.S. Direct- hire Staff	Employed Staff	Foreign National Staff		
Department of State					
Diplomatic & Consular Programs	9	1	10	20	2,252,700
Consular	5	3	18	26	1,752,969
International Cooperative Administrative Support Services (ICASS)	4	10	37	51	5,706,900
ICASS-Diplomatic Security	0	1	42	43	2,568,131
ICASS-Overseas Buildings Operations	0	0	0	0	605,400
Public Diplomacy	2	1	3	6	623,200
Diplomatic Security	2	2	7	11	1,448,671
Marine Security	8	0	0	8	69,645
Representation	0	0	0	0	42,400
Overseas Buildings Operations	1	0	0	1	1,367,492
Subtotal	31	18	117	166	16,437,508
Department of Defense					
Defense Attaché Office (DAO)	2	0	2	4	229,896
DAO - Military student Curragh	1	0	0	1	Unavailable
Subtotal	3	0	2	5	229,896
Department of Homeland Security					
Customs and Border Protection	45	0	0	45	1,627,639
Subtotal	45	0	0	45	1,627,639
U.S. Commercial Service	0	0	3	3	875,280
Total	79	17	122	219	19,170,323

Source: Generated by OIG from data provided by the Department.

ABBREVIATIONS

DCM	Deputy Chief of Mission
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAST	First- and Second-Tour
ICS	Integrated Country Strategy
LE	Locally Employed

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