



UNITED STATES DEPARTMENT OF STATE
AND THE BROADCASTING BOARD OF GOVERNORS
OFFICE OF INSPECTOR GENERAL

ISP-I-13-33

Office of Inspections

June 2013

**Inspection of the
Florida Regional Center Fort Lauderdale,
United States**

~~IMPORTANT NOTICE:~~ ~~This report is intended solely for the official use of the Department of State or the Broadcasting Board of Governors, or any agency or organization receiving a copy directly from the Office of Inspector General. No secondary distribution may be made, in whole or in part, outside the Department of State or the Broadcasting Board of Governors, by them or by other agencies or organizations, without prior authorization by the Inspector General. Public availability of the document will be determined by the Inspector General under the U.S. Code, 5 U.S.C. 552. Improper disclosure of this report may result in criminal, civil, or administrative penalties.~~

PURPOSE, SCOPE, AND METHODOLOGY OF THE INSPECTION

This inspection was conducted in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2011 by the Council of the Inspectors General on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General for the U.S. Department of State (Department) and the Broadcasting Board of Governors (BBG).

PURPOSE AND SCOPE

The Office of Inspections provides the Secretary of State, the Chairman of the BBG, and Congress with systematic and independent evaluations of the operations of the Department and the BBG. 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 this inspection, the inspectors: reviewed pertinent records; as appropriate, circulated, reviewed, and compiled the results of survey instruments; conducted on-site interviews; and reviewed the substance of the report and its findings and recommendations with offices, individuals, organizations, and activities affected by this review.



United States Department of State
and the Broadcasting Board of Governors

Office of Inspector General

PREFACE

This report was prepared by the Office of Inspector General (OIG) pursuant to the Inspector General Act of 1978, as amended, and Section 209 of the Foreign Service Act of 1980, as amended. It is one of a series of audit, inspection, investigative, and special reports prepared by OIG periodically as part of its responsibility to promote effective management, accountability, and positive change in the Department of State and the Broadcasting Board of Governors.

This report is the result of an assessment of the strengths and weaknesses of the office, post, or function under review. It is based on interviews with employees and officials of relevant agencies and institutions, direct observation, and a review of applicable documents.

The recommendations therein have been developed on the basis of the best knowledge available to the OIG and, as appropriate, have been discussed in draft with those responsible for implementation. It is my hope that these recommendations will result in more effective, efficient, and/or economical operations.

I express my appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in dark ink, appearing to read "H. W. Geisel".

Harold W. Geisel
Deputy Inspector General

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Key Judgments

- The Florida Regional Center (FRC) in Fort Lauderdale provides quality training services for the Bureau of Western Hemisphere Affairs (WHA) and continues to expand these services through use of locally employed (LE) adjunct faculty.
- The FRC's management units are overstaffed. Savings can be found through consolidating functions and improving oversight.
- The FRC provides financial management and human resources assistance to 18 WHA posts. Service memoranda of understanding with the posts lack quantifiable outcomes and monitoring of internal controls and thus do not allow effective evaluation of the FRC's performance in these areas.
- The FRC's regional job classification service needs to be evaluated to determine whether it is providing greater efficiency for the embassies and consulates in the region. If the service proves beneficial, the FRC should expand it.
- The FRC's physical security program does not meet acceptable standards due to lack of oversight by the Bureau of Diplomatic Security (DS) and insufficient training for the principal post security officer.

All findings and recommendations in this report are based on conditions observed during the on-site review and the standards and policies then in effect. The report does not comment at length on areas where the Office of Inspector General (OIG) team did not identify problems that need to be corrected.

The inspection took place in Washington, DC, between December 15, 2012, and February 1, 2013, and in Fort Lauderdale, Florida, between February 26 and March 8, 2013. [Redacted]

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conducted the inspection.

Context

The 2.3-acre FRC complex in Fort Lauderdale has 54,000 square feet of office space, workshops, and warehousing. WHA has determined that it is cost effective to provide financial management and human resources services to embassies in Central America and the Caribbean regionally rather than place U.S. direct-hire officers at overseas posts. Three regional financial management officers (RFMO) and 8 regional human resources officers (RHRO) provide services for 18 posts. WHA also bases office management specialist (OMS) rovers and information management officer (IMO) rovers in Fort Lauderdale. The Foreign Service Institute has assigned one instructor to head the regional training center. The FRC, in turn, has worked with the Foreign Service Institute to train and certify LE staff throughout WHA as adjunct faculty who can teach courses to their colleagues, thereby extending the FRC's training capability. The FRC also hosts one officer with responsibility for classifying LE staff positions for embassies in the region.

The FRC facility houses regional support elements from the Office of Medical Services; the Bureau of Information Resource Management (IRM); and DS, including Marine security guard elements in support of WHA. Inspectors focused on the FRC elements funded by WHA.

Customer service questionnaires for FRC were uniformly favorable. Employee surveys reflected positive morale and job satisfaction for most employees. Executive directors of serviced bureaus in the Department also gave these offices positive ratings.

The FRC has a staff of 26 Foreign Service personnel, 5 Civil Service personnel, and 2 contractors. The director of FRC serves as the deputy executive director for WHA's executive office. In addition, the FRC calls upon the expertise of its 18-member executive corps of experienced LE staff members throughout WHA. The FY 2012 budget for the FRC was \$1,754,749.

	Foreign Service Direct Hire	Civil Service	Contract	U.S. Local Hire	Total Staff	Total Funding FY 2012*
FRC Fort Lauderdale	26	5	2	0	33	\$1,754,749

Table 1: FRC Fort Lauderdale Staffing Chart
Source: FRC Fort Lauderdale

Executive Direction

The FRC supports the regional activities of functional and regional bureaus. The director is essentially the landlord for the FRC and provides security and administrative support for all tenants. The FRC gets generally positive marks from all entities housed within its facility.

The FRC's rover program meets the OMS and IMO support needs for all of WHA. A Foreign Service Institute instructor heads the FRC's extensive training program for WHA. The Bureau of African Affairs also uses the FRC's training program on a space-available basis.

Integrating the eight regional RHROs and three RFMOs into embassy management teams requires considerable care. Both the director and deputy director have worked with the serviced embassies and their staffs to promote a sense of service orientation. The embassies express uniform satisfaction with that service.

Recruitment of experienced human resources officers has proved difficult. The FRC and WHA could do more to reach out to potential candidates for these positions. Currently, there are two RHROs with little previous human resources experience, which undercuts the concept of providing regional expertise.

Regional personnel based in the United States are not accredited to their serviced embassies, even though they are part of those missions' staff and spend time working in those missions. The RHROs and RFMOs deal with internal controls and LE staff. Without diplomatic status, they are vulnerable to claims made against them while undertaking their regional duties. Because they are acting in the capacity of technical staff assigned to the countries they serve, there is valid justification for their inclusion on the embassy's diplomatic list per 2 *Foreign Affairs Manual* (FAM) 221.2.

Recommendation 1: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources and the Office of the Legal Adviser, should accredit regional personnel to their serviced countries. (Action: WHA, in coordination with DGHR and L)

Policy and Program Implementation

Training

The FRC conducts more LE staff training than either of the Department's other two regional training centers in Frankfurt and Bangkok. By using adjunct faculty, the FRC went from teaching 26 courses for 400 employees in FY 2011 to teaching 96 courses for 1,500 employees in FY 2012.

The FRC uses both level one and two evaluation reports for its course offerings; for example, an evaluation the student completes in the classroom during the course. Per a Government Accountability Office requirement,¹ the Foreign Service Institute is beginning an additional level of evaluation for its courses. Use of the third level of evaluation, and involvement of the trainee's supervisor in the evaluations, would provide better assessments of FRC course offerings.

Recommendation 2: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to introduce level three evaluation reports for all course offerings. (Action: WHA)

Regional Administrative Support

RHROs and RFMOs act as members of the management team at the embassies they support. The memoranda of understanding (MOU) between the FRC and the missions lack service standards and quantifiable goals. For example, RFMO MOUs state that RFMOs should "conduct spot checks of vouchers, obligations and petty cash transactions," and "certify vouchers...during each post visit." Although RFMOs do perform some of these functions, views on the amount of service required varied widely by RFMO. One RFMO did not believe certifying or auditing payments was an integral part of his job, whereas another made a concerted effort to audit 40–50 payments each visit. Serviced missions have relatively high levels of endemic corruption, and they are often staffed by inexperienced management officers with no prior financial management experience. It is important that RFMOs spend at least a half day during each visit auditing and certifying vouchers. Furthermore, trip reports do not reflect all requirements enumerated in the MOUs and often list repetitive actions without describing progress toward goals. Without metrics to gauge performance, the FRC cannot adequately prioritize its workload, plan its staffing, or evaluate the regional staff's performance.

Recommendation 3: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to establish a separate memorandum of understanding for each service provider that includes measurable outcomes to be evaluated and renewed jointly each year. (Action: WHA)

Informal Recommendation 1: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to issue trip report guidelines that correspond to memoranda of understanding.

¹ Report No. GAO-11-214, Recommendation 4, p. 67.

Supervision

The supervisory RHRO also supports two posts, leaving insufficient time for her to manage overall human resources regional support and provide professional oversight. As a result, RHRO support is not uniform. Given the lack of experience of two of the eight RHROs, more supervision is essential.

Informal Recommendation 2: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to reduce the supervisory regional human resources officer's support responsibilities to one mission to allow greater management and mentoring of regional human resources officers.

RFMOs are supervised by the FRC deputy director, a management generalist. Many of the embassies that the FRC supports have first-tour management officers and lack experienced local financial management staff. It is imperative that the RFMOs provide quality service and perform internal control reviews during each visit. Assigning one of the RFMOs as the supervisory RFMO would provide experienced oversight and supervision and enhance RFMO effectiveness.

Informal Recommendation 3: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to designate one of its regional financial management officer positions as a supervisory position.

Regional Position Classification Services

In June 2012, a temporary duty officer started providing classification services of LE staff positions. At the time of the inspection, she had completed 56 job evaluations for various missions throughout WHA. The RHROs are unanimously in favor of expanding this offshore support. Professional oversight of the LE staff position evaluation system represents sound management. However, the FRC has yet to develop metrics to determine the benefit of expanding regional job evaluation services beyond its current level. Based on the results achieved by the Regional Support Center Frankfurt, Germany, it would be prudent to consider expanding this service to the region.

Recommendation 4: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to perform a cost-benefit analysis of the job evaluation services it provided in 2012 and submit it to the Bureau of Western Hemisphere Affairs and the Bureau of Human Resources' Office of Overseas Employment. (Action: WHA)

Rover Program

OMS and IMO rovers provide temporary staffing coverage at WHA missions. For the most part, rovers spend over 90 percent of their assignments on the road and literally live out of a suitcase. The employees normally place their belongings in storage during their tour of duty with the FRC. WHA reimburses only \$1,000 per rover per year for storage costs. The Office of Transportation Management indicates that the \$1,000 is simply a placeholder in the orders and does not reflect the allowance amount. A review of the actual costs put the rovers' average cost

of storing effects at more than \$3,100. These rovers provide a valuable service and deserve to receive fair compensation for their expenses.

Recommendation 5: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should adjust the allowance for office management specialist and information management officer rovers to cover the cost of storing their household effects.
(Action: WHA, in coordination with DGHR)

Resource Management

Staffing

Four FRC management positions are underutilized, and workload is not distributed properly within the FRC. Better coordination of tenant agencies' resources would streamline FRC operations and provide oversight of internal controls.

One management officer is not fully employed. This officer is responsible for organizing regional conferences and specialized assistance visits, conducting limited procurement for FRC needs, and supervising warehouse staff. The number of regional conferences the FRC organizes has diminished to less than one per year, and specialized assistance visits have dwindled to a handful each year. Procurement duties could be performed by the current OMS and overseen by the deputy director. The deputy director could also supervise the warehouse staff, thus eliminating the need for the management officer position.

Recommendation 6: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should eliminate management officer position S6558601. (Action: WHA, in coordination with DGHR)

The FRC warehouse operation is overstaffed. A part-time Civil Service logistician and a third-party contractor share responsibility for the FRC's expendable supplies, furniture, office equipment, computer equipment, motor vehicles, inventory control, and mailroom operations. Other FRC tenants also use the warehouse. The Marine security guard detachment, engineering services center, regional information management center, and diplomatic courier operations all manage their own areas of the facility. The FRC thus manages less than 30 percent of the warehouse space.

WHA MOUs with DS and IRM govern services the FRC provides its tenants. Negotiating a modification of the MOUs, adding a tenant responsibility to assist with tasks such as unloading delivery trucks and moving furniture, and creating a tenant council for warehouse operations would build collaboration and improve efficiency. Increasing the hours of the warehouse Civil Service employee from 32 to 40 hours, along with the above steps, would also allow the FRC to eliminate one logistician position, resulting in cost savings.

Recommendation 7: The Bureau of Western Hemisphere Affairs, in coordination with the Bureaus of Information Resource Management and Diplomatic Security, should update the memoranda of understanding with tenant agencies to include the provision of limited logistical support to the Florida Regional Center warehouse. (Action: WHA, in coordination with IRM and DS)

Informal Recommendation 4: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to establish a council of all its tenants to oversee the regional warehouse.

Recommendation 8: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should require the Florida Regional Center to eliminate the contract for the warehouse logistician position. (Action: WHA, in coordination with DGHR)

Recommendation 9: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should change the part-time Civil Service warehouse logistician position (D0121500) to full time. (Action: WHA, in coordination with DGHR)

The information management (IM) section is overstaffed. Its six U.S. direct-hire positions include an information programs officer who supports Bermuda and Curacao with periodic visits. The number of FRC OpenNet users requiring continuous support is 135. Five of the six IM positions support those users. A review of posts with similar numbers of OpenNet users indicates that, on average, they have only four service providers—two U.S. direct-hire and two LE staff members. Unlike the FRC, those posts also have responsibilities for radio, pouch, and classified programs. Overstaffing creates a burden on resources and can lead to job dissatisfaction and poor morale.

Recommendation 10: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should eliminate two information management positions at the Florida Regional Center. (Action: WHA, in coordination with DGHR)

Though one of the three RFMOs has been absent for several months, workload for the remaining two employees does not appear excessive. One of the three RFMO positions may no longer be needed due to the decreasing workload at serviced missions that now outsource vouchers.

Informal Recommendation 5: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to assess its workload to determine the need for the third regional financial management officer position.

Internal Administrative Support

Orientation

The FRC lacks a central point of contact to facilitate the transfer of new hires by providing information on frequently asked questions about where to obtain housing or how to transfer an employee's driver's license. Employee productivity has suffered as a result.

There is also no enforcement of the in- and out-processing system for employees of the FRC. Employees of tenant agencies frequently depart without completing the checkout procedures. A standard process, such as not issuing identification badges until an employee has completed check-in, or holding the employee's parent office responsible for certifying that the employee has checked out properly before permanent departure, would reduce confusion among tenant agencies and improve morale and internal controls. Without such procedures, accounting for employees and ensuring proper access to the facility are not possible. A comprehensive program would include sponsorship of new employees; orientation to FRC professional standards, work goals, travel commitments, reporting requirements, mission, and vision; and an introduction to the larger FRC facility and its tenants.

Recommendation 11: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to develop a program for in- and out-processing of employees. (Action: WHA)

Service Standards

Employees are unsure about how to obtain computer and telephone services and about what services they can reasonably expect. In the absence of clear guidance, employees seek out support from anyone willing to assist. This practice undermines the support services arrangement and results in conflicting support standards.

Informal Recommendation 6: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to establish a system to provide information technology, expendable supply, and procurement services, including service standards.

Information Management

The IM section provides information technology support services for all FRC tenants as well as some support to U.S. Government offices in Miami.

Circuits to Auxiliary Buildings

The quality and speed of three off-site annex circuits are less than optimal, causing end-user delays. The FRC has been working with IRM and WHA on funding issues for circuit improvements for over a year. Without a reliable, high-speed circuit, end users cannot perform their jobs efficiently.

Informal Recommendation 7: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to provide reliable, high-speed circuits for their off-site customers.

SharePoint

The FRC SharePoint site lacks quality and important content. Several regional support personnel are responsible for updating individual areas of the site; however, overall coordination and responsibility for the Web site are not defined clearly. An OMS was responsible for the site until her departure. The IM employee now in charge of SharePoint has had no formal training and departs this summer. It is important for a regional service provider such as the FRC to have an accurate and effective Web site for its clients and employees.

Informal Recommendation 8: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to formally designate a trained employee to manage its SharePoint site.

Information Management Officer's Reviewing Officer

The senior IMO is rated by the FRC director but has no designated reviewing officer. The policy on assigning reviewing officers is detailed in 3 *Foreign Affairs Handbook* (FAH)-1 H-2813.1. The rated officer may be disadvantaged by not having a second input for his annual evaluation report.

Recommendation 12: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to assign a reviewing officer for the senior information management officer. (Action: WHA)

Management Controls

Delegation of Authority

The FRC does not have a delegation of authority document that identifies employee responsibilities. Without this reference document, mandatory duties and oversight of key functions can be neglected. A delegation of authority memorandum covers Equal Employment Opportunity and Federal Women's programs, internal controls, security officer duties, receiving officer duties, and time and attendance.

Recommendation 13: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to publish a delegation of authority memorandum. (Action: WHA)

Regional Financial Management

RFMOs are not consistently auditing vouchers certified by LE staff in serviced missions. According to 4 FAH-3 H-065.2-2, the financial management or management officer must periodically review vouchers certified by LE staff. The regulation suggests that the officer review at least 10 percent of all vouchers certified by LE staff and requires post to keep the results for 3 years. None of the RFMO trip reports contain a list of the vouchers audited. Failure to conduct audits presents a serious management vulnerability in a region with high fraud activity.

Recommendation 14: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to implement a policy requiring that all regional financial management officer trip reports include the number of vouchers audited and certified, voucher dates, and any identified problems. (Action: WHA)

Time and Attendance

The various work schedules authorized for FRC employees reflect an almost individualized statement of conditions of work. When regional travel is added to the various schedules, oversight of employees becomes problematic. As a result, there is lack of accountability for employees' time and attendance.

Recommendation 15: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to review the conditions of work for its employees to improve oversight. (Action: WHA)

Informal Recommendation 9: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to maintain a centralized calendar on its SharePoint site with all travel and leave for all employees.

Telephone and BlackBerry Programs

There are at least four different types of contracts and payment plans in the FRC BlackBerry program, which causes confusion within the accounting section as well as among

users. Without consistency in procurement and billing, the U.S. Government risks delinquent charges and overpayments. Consolidating plans would provide an opportunity for cost savings.

Recommendation 16: The Bureau of Information Resource Management, in coordination with the Bureau of Western Hemisphere Affairs, should bring the Florida Regional Center's BlackBerry program under one plan with the best pricing structure for center needs. (Action: IRM, in coordination with WHA)

The FRC does not have one simplified BlackBerry standard operating procedure. Without procedures spelling out the responsibilities and authorized practices, users are likely to accrue high costs. FRC employees have outstanding BlackBerry bills, one of which exceeds \$5,000. Three bills are being disputed, with payment lagging by several months. Per 4 FAM 492.1, post is responsible for identifying debts and undertaking initial collection efforts, and 4 FAM 493.1 details collection actions. Without a consistent collection procedure, the FRC risks incurring unauthorized costs.

Informal Recommendation 10: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to issue a notice outlining usage and billing responsibilities for BlackBerry users.

Recommendation 17: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to implement a policy requiring all employees to pay delinquent personal bills within 30 days of invoice. (Action: WHA)

Receiving Reports

The FRC prepares receiving reports only after it receives invoices rather than when it receives items. According to 14 FAM 413.2 and 413.3, receiving reports must be completed when equipment or services are received. Failure to provide prompt receiving reports risks errors in deliveries in a shared facility.

Informal Recommendation 11: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to designate receiving officials and direct those officials to provide receiving reports to the accounting technician upon receipt of items.

Disposition of Obsolete Equipment

The warehouse contains dozens of old laptops and miscellaneous computer equipment. Although this equipment has been correctly removed from the IM inventory and signed over to the warehouse, the laptops have been awaiting disposal for over a year. Proper and timely disposal of equipment is an essential element of property management.

Informal Recommendation 12: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to implement a plan for the proper disposal of obsolete material, giving mission personnel advance notice of the proposed schedule and the items slated for disposal.

Security

[Redacted] (b) (5)

[Redacted]

[Redacted]

[Redacted] Many security notices and directives are out of date, [Redacted] (b) (5)

[Redacted] The FRC security program would benefit from a comprehensive review by the bureau security officer.

Recommendation 18: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Diplomatic Security, should review the security program and procedures at the Florida Regional Center. (Action: WHA, in coordination with DS)

The principal unit security officer receives a 4-hour class on security management, compared to the 1 week of training that post security officers at missions overseas receive. The limited security training in the unit security officer course does not provide the officer at the FRC with sufficient knowledge to manage the complex security program. Security of this facility is important not only for FRC staff but also for their tenant agencies.

[Redacted] (b) (5)

[Redacted]

[Redacted]

[Redacted] According to the security incident logbook in the security office, FRC has not had a recorded security incident since 2005, but this may be due to insufficient security oversight. The principal unit security officer began implementing required security practices during the inspection.

Recommendation 19: The Bureau of Diplomatic Security, in coordination with the Bureau of Western Hemisphere Affairs, should arrange for the unit security officer for the Florida Regional Center to attend the 1-week post security officer course. (Action: DS, in coordination with WHA)

[Redacted] (b) (5)

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Recommendation 20: [Redacted] (b) (5)

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Recommendation 21: [Redacted] (b) (5)

List of Recommendations

Recommendation 1: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources and the Office of the Legal Adviser, should accredit regional personnel to their serviced countries. (Action: WHA, in coordination with DGHR and L)

Recommendation 2: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to introduce level three evaluation reports for all course offerings. (Action: WHA)

Recommendation 3: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to establish a separate memorandum of understanding for each service provider that includes measurable outcomes to be evaluated and renewed jointly each year. (Action: WHA)

Recommendation 4: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to perform a cost-benefit analysis of the job evaluation services it provided in 2012 and submit it to the Bureau of Western Hemisphere Affairs and the Bureau of Human Resources' Office of Overseas Employment. (Action: WHA)

Recommendation 5: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should adjust the allowance for office management specialist and information management officer rovers to cover the cost of storing their household effects. (Action: WHA, in coordination with DGHR)

Recommendation 6: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should eliminate management officer position S6558601. (Action: WHA, in coordination with DGHR)

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Recommendation 8: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should require the Florida Regional Center to eliminate the contract for the warehouse logistician position. (Action: WHA, in coordination with DGHR)

Recommendation 9: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should change the part-time Civil Service warehouse logistician position (D0121500) to full time. (Action: WHA, in coordination with DGHR)

Recommendation 10: The Bureau of Western Hemisphere Affairs, in coordination with the Bureau of Human Resources, should eliminate two information management positions at the Florida Regional Center. (Action: WHA, in coordination with DGHR)

Recommendation 11: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to develop a program for in- and out-processing of employees. (Action: WHA)

Recommendation 12: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to assign a reviewing officer for the senior information management officer. (Action: WHA)

Recommendation 13: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to publish a delegation of authority memorandum. (Action: WHA)

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Recommendation 20: [Redacted] (b) (5)
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Recommendation 21: [Redacted] (b) (5)
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[Redacted]
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List of Informal Recommendations

Informal recommendations cover operational matters not requiring action by organizations outside the inspected unit and/or the parent regional bureau. Informal recommendations will not be subject to the OIG compliance process. However, any subsequent OIG inspection or on-site compliance review will assess the mission's progress in implementing the informal recommendations

Informal Recommendation 1: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to issue trip report guidelines that correspond to memoranda of understanding.

Informal Recommendation 2: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to reduce the supervisory regional human resources officer's support responsibilities to one mission to allow greater management and mentoring of regional human resources officers.

Informal Recommendation 3: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to designate one of its regional financial management officer positions as a supervisory position.

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Informal Recommendation 5: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to assess its workload to determine the need for the third regional financial management officer position.

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Informal Recommendation 7: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to provide reliable, high-speed circuits for their off-site customers.

Informal Recommendation 8: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to formally designate a trained employee to manage its SharePoint site.

Informal Recommendation 9: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to maintain a centralized calendar on its SharePoint site with all travel and leave for all employees.

Informal Recommendation 10: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to issue a notice outlining usage and billing responsibilities for BlackBerry users.

Informal Recommendation 11: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to designate receiving officials and direct those officials to provide receiving reports to the accounting technician upon receipt of items.

Informal Recommendation 12: The Bureau of Western Hemisphere Affairs should require the Florida Regional Center to implement a plan for the proper disposal of obsolete material, giving mission personnel advance notice of the proposed schedule and the items slated for disposal.

Principal Officials

	Name	Arrival Date
Director	Ellen Engels	07/2010
Deputy Director	Randall Budden	08/2010
Chiefs of Sections:		
Management	Mary Oliver	09/2011
Human Resources	Carolyn Creevy	09/2012
Information Management	Michael Adams	05/2012
Training	Ronald Blanton	08/2012

Abbreviations

Department	Department of State
DS	Bureau of Diplomatic Security
FAH	<i>Foreign Affairs Handbook</i>
FAM	<i>Foreign Affairs Manual</i>
FRC	Florida Regional Center
IM	Information management
IMO	Information management officer
IRM	Bureau of Information Resource Management
LE	Locally employed (staff)
MOU	Memorandum of understanding
OIG	Office of Inspector General
OMS	Office management specialist
RFMO	Regional financial management officer
RHRO	Regional human resources officer
WHA	Bureau of Western Hemisphere Affairs



**FRAUD, WASTE, ABUSE,
OR MISMANAGEMENT
OF FEDERAL PROGRAMS
HURTS EVERYONE.**

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