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AND THE BROADCASTING BOARD OF GOVERNORS
OFFICE OF INSPECTOR GENERAL

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Office of Inspections

June 2013

**Inspection of
the Bureau of Consular Affairs, Office of
the Executive Director**

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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 instances 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

Table of Contents

Key Judgments	1
Context	2
Executive Direction	3
Leadership	3
Relations with the Office of the Comptroller	4
Deputy Assistant Secretary for Resources	5
Consolidation of Services	6
Consular Management Pilot Project	6
Regional Consular Officers and Consular Management Assistance Teams	6
Security	8
Equal Employment Opportunity	8
Telework and Alternate Work Schedules	8
Post Analysis and Support	10
Human Resources	15
Staffing and Internal Management	15
Services to Directorates	17
General Services	20
Management Controls	24
List of Recommendations	25
List of Informal Recommendations	26
Principal Officials	29
Abbreviations	30

Key Judgments

- The scope and complexity of resource management in the Bureau of Consular Affairs (CA) requires a senior official at the deputy assistant secretary level with authority over the Office of the Executive Director (CA/EX), Office of the Comptroller (CA/C), and Office of Computer Systems and Technology (CA/CST).
- Supervisory responsibilities for the Post Analysis and Support Division (CA/EX/PAS) should be reorganized to reflect the increased number of division employees and the complexity of new initiatives. A review of the division's position grade levels is also needed.
- Bureau leaders have not defined respective roles clearly for CA/EX and CA/C on contract matters, particularly for the Global Support Strategy (GSS) contract.
- The Human Resources Division (CA/EX/HRD) has improved its services over the past several years; however, the division takes an average of 112 days to complete a hiring action, which is longer than the Department of State's (Department) 80-day hiring goal.
- Reorganization of the procurement and contract administration responsibilities in the General Services Division (CA/EX/GSD) would help improve employee expertise in these areas.

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 OIG team did not identify problems that need to be corrected.

The inspection took place in Washington, DC, between January 14 and March 15, 2013.

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Context

The Bureau of Consular Affairs, Office of the Executive Director (CA/EX), under the direction of a Senior Foreign Service officer, consists of 23 Foreign Service and 68 Civil Service employees. CA/EX's scope of responsibilities has changed significantly over the past several years. In 2005, pursuant to an OIG recommendation, CA made the Consular Systems Division into an independent office reporting directly to its principal deputy assistant secretary. In 2011, CA established an Office of the Comptroller (CA/C), with responsibility for budget, financial management, strategic planning and policy, and procurement policy and oversight.

CA/EX now comprises three divisions: Post Analysis and Support (CA/EX/PAS), Human Resources (CA/EX/HRD), and General Services (CA/EX/GSD). CA/EX/PAS is staffed primarily with Foreign Service employees, and CA/EX/HRD and CA/EX/GSD are staffed almost exclusively with Civil Service employees. The structure, although based on operational needs, reinforces a separation between Foreign Service and Civil Service employees.

Most CA/EX/PAS analysts are Foreign Service officers with overseas consular management experience. Assigned both regional and functional portfolios, they are posts' principal contact for funding and temporary duty requests, working much like a post management officer in a regional bureau. They also liaise with regional and functional bureaus such as the Bureau of Overseas Buildings Operations. A small team of analysts works on overseas and domestic consular staffing. CA/EX and CA/C coordinate on large projects such as the Global Support Strategy (GSS) contract and the Cost of Service Model; employee surveys indicate confusion about boundaries of responsibility.

CA/EX/HRD provides human resources services to CA's domestic offices, which include 28 passport agencies and visa processing centers from coast to coast and in Hawaii. CA/EX/GSD provides general administrative support to the bureau and is currently managing the move and consolidation of all CA Washington offices to a single location. CA/EX/GSD has a role in virtually every CA contract. The division also manages, distributes, and accounts for controlled consular supplies, including visa foils, emergency passports and extra passport pages, and consular seals.

OIG last inspected CA/EX in 2005.

Executive Direction

Leadership

In summer 2012, CA/EX leadership changed completely with the arrival of a new executive director and deputy executive director. A Senior Foreign Service consular officer, the executive director sees his role as one of establishing the vision and goals for CA/EX; his major challenge is to plan and prepare for continued growth in consular and passport work. He often represents the office or the bureau in meetings. Described as outgoing and believing in well-defined tasks, the executive director allows staff members to develop their own action plans and approaches to problem solving. Although this approach works for some, others would prefer that he set priorities more clearly and specifically. The executive director urges his staff to be proactive and is a major proponent of the Consular Management Project (1CA).¹ His daily standup meetings, designed to provide updates on the priorities of the day in preparation for the CA Assistant Secretary's morning meeting with her deputy assistant secretaries, are open to all and are an effective way to share information quickly across CA/EX.

The deputy executive director, an FO-01 management officer, serves as the operations manager for CA/EX, with direct supervisory responsibility for all three divisions within the office. A small Foreign Service assignments unit relies heavily on first-hand knowledge of individual consular officers and works directly with the executive director on assignments, but the unit is under the supervisory authority of the deputy executive director. Staff members describe the deputy executive director as very effective in managing the office.

Morale fluctuates across CA/EX divisions: good morale generally flows from job satisfaction and supportive relationships with colleagues, whereas poor morale is attributable to staffing vacancies, uneven workloads, lack of on-the-job training, and sometimes difficult interpersonal relations with supervisors. A Departmentwide survey of bureau executive directors revealed generally high marks for collaboration with CA/EX. Similarly, a customer service survey of all consular posts abroad elicited generally positive responses for all regions. However, respondents to both surveys noted a continued lack of coordination between CA/EX and CA/C, which was the subject of a concurrent inspection of CA/C.

Foreign Service and Civil Service

Over the years, leadership of CA/EX has varied with different combinations of Foreign Service consular or management officers and Civil Service officers. Each combination brings its own advantages and disadvantages. One disadvantage of the current arrangement is the lack of leadership continuity, as both the executive and deputy executive director are Foreign Service officers who assumed their 2-year assignments in summer 2012. Another is the absence of Senior Executive Service experience in an office where most employees are Civil Service.

Although the deputy executive director has direct supervisory responsibility for all three CA/EX divisions, there is nevertheless a schism between CA/EX/PAS, which is staffed mostly

¹ CA launched this project in November 2012 to facilitate better management of the Department's global consular practices.

with Foreign Service officers, and CA/EX/HRD and CA/EX/GSD, whose employees are largely Civil Service. At the executive director's daily standup meetings, most of the participants are CA/EX/PAS analysts. Usually only the division chiefs or their representatives participate from the other two divisions.

Where they interact, the three divisions report good working relationships. However, even within their divisions, some define CA/EX to be CA/EX/PAS only, with CA/EX/HRD and CA/EX/GSD functioning almost as separate entities. Although feedback varies, and there may be less need for executive and deputy executive director attention to the other two divisions, the general perception is that CA/EX leaders do not spend as much time with CA/EX/HRD and CA/EX/GSD as with CA/EX/PAS. The disparity is due in part from the physical layout of the office suites: CA/EX/PAS and CA/EX/HRD have separate entrances, and CA/EX/GSD is on a separate floor. CA's upcoming move to a new office building may help, provided that CA/EX leadership plans its new office layout strategically. Also contributing to the schism are differences between the Foreign Service and Civil Service cultures and performance management systems. A better mix of Foreign Service and Civil Service leadership in CA/EX would help to bridge this gap and facilitate leadership continuity.

Recommendation 1: The Bureau of Consular Affairs, in coordination with the Bureau of Human Resources, should reprogram either the executive director or deputy executive director position in the Office of the Executive Director to Senior Executive Service. (Action: CA, in coordination with DGHR)

Relations with the Office of the Comptroller

The executive director, together with the acting comptroller and the acting director of the Office of Consular Systems and Technology (CA/CST), meets regularly with the principal deputy assistant secretary, and both the executive director and acting comptroller meet separately with the CA/CST acting director. At the start of the inspection, however, they did not meet regularly one on one to work out how best to collaborate. The inspection team urged the executive director to initiate regular meetings with the acting comptroller not only to resolve so-called pain points but also to establish a strong working relationship between two offices that share responsibility for many of CA's weightiest duties. During the inspection the executive director confirmed that he and the acting comptroller had committed to begin meeting regularly.

Global Support Strategy

GSS is a worldwide, 10-year contract with a maximum value of \$2.8 billion. It is designed to change the way third parties provide information, appointments, fee collection, document delivery, and greeters for visa services. The purpose of GSS is to provide better accountability, transparency, and customer service in the support activities that commercial entities supply to consular sections around the globe. It is a multiple-award contract with two prime contractors—Computer Sciences Corporation and Stanley Associates, Incorporated—competing for business under each task order. CA/EX and CA/C have joint responsibility for the GSS contract, but their roles and responsibilities are not defined clearly. In the December 13, 2011, decision memorandum on management of the CA contracting process, the CA Assistant Secretary specifically excluded the administration of GSS, with the explanation that she would

make a separate determination for this contract. At the time the inspection concluded, CA still had not formally determined how to manage GSS.

A CA/EX officer serves as overall contracting officer's representative for GSS as well as for 2 of the 17 existing task orders under the umbrella contract. CA/EX is also responsible for the operational side of all 17 task orders, including primary contact with all posts and vendors. As with all CA contracts, CA/C is responsible for overall GSS contract oversight, and a CA/C officer is the contracting officer's representative for the remaining 15 task orders. In practice, CA/C does not provide operational support for its 15 task orders but does handle invoicing. Although disjointed, the system works largely thanks to the knowledge and effectiveness of the incumbents. However, for sustained efficacy in the management of the GSS contract, it is important for CA to expedite the delineation of roles and responsibilities for the administration of GSS. Further, the Assistant Secretary confirmed her preference that CA/C refrain from serving as the contracting officer's representative for any contract, including under GSS, if CA/C also exercises an oversight role for that contract.

Informal Recommendation 1: The Bureau of Consular Affairs should delineate clearly the roles of all offices within the bureau that share responsibility for the Global Support Strategy contract, implement this delineation, and communicate it worldwide no later than the end of FY 2013.

Deputy Assistant Secretary for Resources

Although CA/EX is one of the largest executive offices in the Department, the executive director oversees a smaller operation than that in place during the 2005 OIG inspection. With the spin-off of the Computer Systems Division to CA/CST in 2005 and the transfer of the Resources Management Division to CA/C in 2011, CA/EX retains responsibility only for human resources, overseas post management support, and general services support. The executive director is now one of three resources office directors reporting to the principal deputy assistant secretary. When executive directors meet Departmentwide to discuss crosscutting resource issues, it is not clear whether one, two, or all of CA's three resources office directors should be present to represent CA equities.

In 2012, the CA Assistant Secretary requested Under Secretary for Management approval to establish a new deputy assistant secretary for resources. As proposed, the resources deputy assistant secretary would oversee CA/EX, CA/C, and CA/CST, providing policy direction and leadership to the administrative functions of CA to facilitate the proper coordination of CA's resources, policies, and mission. The Under Secretary for Management's decision on this request is still pending. The executive director position may be overgraded at the minister counselor level, given the position's diminished responsibilities. CA could reprogram the executive director position to that of a deputy assistant secretary for resources to fill this leadership gap.

Recommendation 2: The Bureau of Consular Affairs, in coordination with the Bureau of Human Resources, should reprogram its executive director position to that of deputy assistant secretary for resources. (Action: CA, in coordination with DGHR)

Consolidation of Services

Several CA directorates have internal offices that may duplicate CA/EX functions. With the scheduled summer 2013 move of all CA's Washington offices to a single location, CA/EX/GSD is reviewing mail services, equipment and supply requests, and facilities maintenance for potential consolidation. There may be other duplicative functions that have not been identified. CA has made no systematic effort to look at all areas where colocation can generate efficiencies and cost savings.

Informal Recommendation 2: The Bureau of Consular Affairs should establish a mechanism to identify areas where the colocation of consular directorates can provide operational efficiencies and cost savings.

Consular Management Pilot Project

CA initiated 1CA to help consular officers improve their management skills. Deployment started during the inspection, with pilot projects designed to test and refine 1CA's management framework. CA/EX was the venue for the first pilot, which took place concurrently with the OIG inspection. The team from CA/EX/PAS chose as its project how to reduce the workload and increase the effectiveness of the annual consular certification of management controls. At the end of its weeklong pilot, the CA/EX/PAS team briefed the executive director, deputy executive director, and others on how it had applied 1CA management tools to achieve its goals. The team concluded that, if its proposals were approved and implemented, the annual certification could be reduced from 112 questions to 75, its sections reduced from 23 to 11, and save at least 5 consular work hours per post. The CA/EX/PAS team estimates that this application of 1CA could translate into over \$250,000 in CA cost savings per year.

The team also found ways to improve the certification by capturing relevant information not previously included such as posts' records of Privacy Act waivers. The CA/EX/PAS team was pleased by the outcome of its pilot project but noted that it would have no effect without approval and implementation. The team concluded that although the 1CA toolkit could be useful to consular managers, the framework was too process focused to independently improve results of poor consular managers.

Regional Consular Officers and Consular Management Assistance Teams

Consular officers with extensive field and Washington experience are assigned as regional consular officers (RCO) to provide oversight and guidance to small consular sections worldwide. A supervisory RCO assigned to Frankfurt manages 7 RCOs, each of whom travels twice a year, or approximately 50 percent of the time, to 10–12 posts. Currently, RCOs are assigned to Frankfurt, Washington, Cairo, Johannesburg, and Bangkok primarily for convenience of travel to their covered posts.

The supervisory RCO reports to the CA/EX senior management advisor located in Abu Dhabi. The senior management advisor is responsible for both the RCO program and the deployment of Consular Management Assistance Teams (CMAT). OIG last inspected both

programs in 2011 and did not repeat that evaluation in this inspection; CA has complied with all the recommendations made at that time.

The fact that the senior management advisor and the supervisory RCO work in locations remote from some or all of the employees they supervise is unusual in the Department. In OIG surveys and interviews, employees reported satisfaction with the quality of the supervision and support they received from their remote managers. Documenting the lessons learned from these experiences could help the Department in establishing and evaluating remote supervisory relationships in other fields.

Informal Recommendation 3: The Bureau of Consular Affairs should document lessons learned from its experience of remote supervision and make those lessons available throughout the Department of State.

One area of concern was the lack of job-specific orientation and training that most RCOs received when taking up their new assignments. RCOs at single-RCO posts did not travel to Frankfurt or elsewhere to meet their supervisors and in some cases did not have personal contact until several months later.

Informal Recommendation 4: The Bureau of Consular Affairs should authorize travel to Frankfurt for newly assigned regional consular officers to meet in person with their supervisors either on the way to post or shortly after their arrival.

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Informal Recommendation 5: 


The senior management advisor also coordinates the CMAT program. The internal Web site for the program does not outline the program's objectives clearly and contains outdated references.

Informal Recommendation 6: The Bureau of Consular Affairs should update the internal Web site references to the Consular Management Assistance Team program.

In early 2013, CA/EX/PAS and the Office of Visa Services sent a team to review operations at the U.S. Mission to the United Nations, New York, where there is a small visa operation dedicated to serving the needs of the diplomatic community. The team noted weaknesses in management controls, such as disposal of outdated controlled consular items. CA/EX has decided to designate a CA/EX/PAS analyst as a point of contact for domestic consular operations. The OIG inspection team suggested using the CMAT program as a tool to review and improve operations at domestic consular processing facilities.

Security

The Bureau of Diplomatic Security assigned a bureau security officer to CA for the first time in 2011; the officer is colocated with, but does not report to, CA/EX. His principal responsibility is oversight of the procedural security for protection of classified and sensitive information. He also serves as CA's coordinator for sensitive compartmented information clearances. Each CA directorate has a designated unit security officer with whom the bureau security officer coordinates.

The bureau security officer issued three bureau notices on security matters from 2011 to 2013; filed with other CA bureau management notices on the CA Web site, the notices are readily available to all employees. He has also circulated several email reminders on various security topics. Given CA's size and the scope of its work, these communication measures may not be sufficient to maintain an adequate level of security awareness. CA's imminent consolidation of all headquarters directorates in a single location provides an opportunity for more systematic communication and reinforcement of security information to employees.

Informal Recommendation 7: The Bureau of Consular Affairs should implement a plan for its bureau security officer to communicate security information systematically to employees.

Although Bureau of Diplomatic Security funds are available for travel, the bureau security officer has not visited any of CA's locations outside Washington, including the 28 passport agencies and processing centers in the United States. The bureau security officer could consult in person with unit security officers and employees on procedural security for protection of sensitive and classified information.

Informal Recommendation 8: The Bureau of Consular Affairs should assist its bureau security officer establish priorities for travel to passport agencies and other U.S. locations.

Equal Employment Opportunity

CA has 53 Equal Employment Opportunity counselors, 9 of them in various CA directorates in the Washington, DC, area. The remaining 44 are located in passport agencies around the country. Information on the program is posted in the building currently occupied by CA/EX and CA/C, and preinspection survey material indicated that employees believe CA to be alert to possible discrimination.

Telework and Alternate Work Schedules

Although CA/EX has employees who telework or operate on alternate work schedules, CA does not have official policies for either, citing instead the Departmentwide policy. Survey responses confirmed confusion among staff members about bureau policy. CA/EX management began developing these policies after inspectors drew their attention to the situation. A bureauwide policy would help to reduce staff confusion, facilitate the evaluation of all employee requests for telework or alternate work schedules against consistent criteria, and clarify the use

of situational and emergency telework. Employees requesting telework and their supervisors must complete an online course prior to receiving telework authorization. Both CA/EX/HRD and CA/EX/GSD have employees who telework from overseas, all of whom have signed the required telework agreements.

Informal Recommendation 9: The Bureau of Consular Affairs should issue comprehensive policies on telework and alternate work schedules and require that all employees who telework and their supervisors complete the mandatory training.

Post Analysis and Support

CA/EX/PAS analyzes and monitors overseas consular management, staffing, and resource concerns; maintains liaison with regional and functional bureaus as well as other agencies; and handles CA's assignments and temporary staffing programs. Survey respondents and Department contacts praised the division for the quality and timeliness of its responsiveness to their requirements. The CA/EX/PAS permanent staff grew from 6 full-time employees in 2005 to 15 at the time of the inspection. This expansion reflects the growth in overseas consular positions from 1,100 to 1,700 in the past 10 years, coupled with the increased complexity and scope of the headquarters workload. As it has grown, the division has effectively split into two informal teams: the regional/functional team that focuses on consular management issues for their assigned countries, and the assignments/staffing team that manages Foreign Service consular positions, bidding, assignments, and temporary overseas consular staffing.

The bidding and assignment functions are critical to filling Foreign Service positions, and the CA/EX/PAS team strives with notable success to manage a process that puts the right people in the right jobs, is fair, and achieves an appropriate level of transparency. Last year, for example, CA/EX/PAS instituted a list of the top 10 hard-to-fill consular positions and filled every one. CA anticipates there will be more third-tour consular bidders than positions in the future and has proposed new management training positions for some larger posts to use these officers' experience. The evolution in the complexity and volume of consular work has not been matched by commensurate promotions for consular officers. Finding that many positions were incorrectly designated, CA/EX initiated requests to redesignate about 70 positions as consular, with the probable result of greater opportunities for consular promotions. CA/EX's systematic review of overseas consular manager positions to determine whether increased responsibilities justified higher grade levels has resulted in 25 position upgrades to date.

Managing staffing to match the growth in workload is a major component of the division's work. To supplement permanent Foreign Service consular staff, CA uses nine different temporary hiring programs. One example, designed to bring temporary hires with the required language into the Department, is a limited noncareer appointee consular hiring program, which debuted in Brazil and China in 2012. Established in accordance with Executive Order 13597, the limited noncareer appointee program enabled CA to reduce visa wait times to acceptable levels. The program can be expanded. Together with when actually employed and temporary duty employees, the limited noncareer appointees provide CA with the flexibility to respond rapidly to changes in demand for services. Should a comprehensive immigration reform bill be passed, CA anticipates a substantially increased need for additional consular and support staff. CA/EX is well positioned to address the challenge.

The current CA/EX/PAS supervisor is an experienced consular officer who focuses on the staffing and human resources work of the division and leaves the regional analysts to seek guidance elsewhere. Reorganizing CA/EX/PAS into two formal units would provide adequate supervision to both units while they continue to work closely together to support and staff overseas consular operations.

Recommendation 3: The Bureau of Consular Affairs should reorganize the Post Analysis and Support Division to provide effective supervision of the assignments/staffing and regional/functional support teams. (Action: CA)

Foreign Service and Civil Service regional management analysts have comparable duties, report to the same supervisor, and back up their colleagues as needed, but they have different grades. This disparity has lowered morale and blurred the chain of command. In response to a 2005 OIG recommendation, CA initiated actions to adjust the analyst grade levels; however, subsequent growth in staff and the reorganization of responsibilities warrant a new review of CA/EX/PAS position grade levels and appropriate adjustments.

Recommendation 4: The Bureau of Consular Affairs should update all management analyst position descriptions to reflect their actual responsibilities and submit the new position descriptions for classification. (Action: CA)

Seasonal Overseas and Domestic Staffing

One CA/EX/PAS analyst, with the help of colleagues and occasional temporary staff, runs the largest temporary staffing program in the Department: 128 when actually employed personnel; a varying number of Civil Service employees, including selected and trained passport employees; and direct-hire Foreign Service officers who need short-term assignments. The analyst oversees approximately \$4.5 million in travel and miscellaneous expenses for this purpose. Approximately 70 percent of the when actually employed staff is assigned each summer for an average of 6–12 weeks overseas to assist posts with seasonal surges of visa applicants. Other temporary personnel work in various CA domestic offices throughout the year on special projects or fill in for or assist full-time staff. In 2012 there were 465 temporary duty assignments.

Managing this temporary workforce is a challenge. The CA/EX/PAS analyst recruits and matches personnel with requests from posts and helps with travel arrangements and paperwork relating to these temporary assignments. The analyst maintains communications through emails and regular reminders about administrative matters. She also reviews the biweekly Time and Attendance Telecommunications Line submission and corrects any mistakes, but she is not the timekeeper's supervisor. Despite her efforts, when actually employed employees reported a long-standing problem relating to prompt and accurate payment. The inspectors reviewed evidence of delayed and inaccurate payments going back at least a year, with the most serious incident in pay period 24 in 2012, when none of the when actually employed personnel were paid on time. The analyst, who was overseas on a temporary assignment at the time, has kept senior CA/EX leadership informed of the problem, and CA/EX is working to improve the situation and to comply with 12 *Foreign Affairs Handbook* (FAH)-3 H-116.3-4.

Informal Recommendation 10: The Bureau of Consular Affairs should establish a process to monitor the accuracy and timeliness of payments to when actually employed personnel in accordance with Department of State regulations.

Training and Orientation

The bureau and Department have orientation programs for newcomers, but CA/EX/PAS lacks a job-specific training program. There is a checklist for new arrivals, and the analysts have informally organized a series of informative briefings. Support among division team members is outstanding. However, CA has not identified appropriate training and made it part of the orientation for new CA/EX staff. Relevant formal training could include the Post Management Officer Tradecraft course at the Foreign Service Institute, one of the International Cooperative Administrative Support Services courses, and one or more human resources courses. A training plan and mentor for each officer would also be beneficial.

Informal Recommendation 11: The Bureau of Consular Affairs should develop a training and orientation plan, including formal relevant courses, for each new officer assigned to the Post Analysis and Support Division.

Travel Policy

CA/EX staff members and posts benefit from CA/EX/PAS analysts' familiarization travel to posts they support. Although the analysts are generally expected to visit posts in their assigned regions, there is no clear policy stating that they do so. At least one officer had not traveled at all in the first 18 months on the job. A travel plan appropriate to each analyst's duties, including trips to key posts for orientation, CMATs, and relevant off-site courses, would help analysts develop the expertise to support their posts fully.

Informal Recommendation 12: The Bureau of Consular Affairs should implement a policy requiring each analyst in the Post Analysis and Support Division to prepare a travel plan at the beginning of a tour and should approve and fund appropriate travel as time and resources permit.

Consular Agencies

Consular agents are appointed under limited noncareer appointee authority. They already reside abroad and work under the supervision and direction of the principal consular officer in their area. There are currently 55 consular agencies in 26 countries that provide assistance to American citizens in locations where access to U.S. consulates or embassies is difficult, where there are large concentrations of American citizens, or where other special circumstances exist. Until March 2012, CA and the geographic bureau shared responsibility for funding and administrative support to the agencies. There were relatively few common standards for establishing or overseeing agencies, and support varied from bureau to bureau. In June 2012, the Bureau of Diplomatic Security published revised physical security standards for consular agencies in 12 FAH-5 H-123. At that time, CA assumed responsibility for the entirety of consular agency policy, funding, and support.

The management analyst in charge of the consular agency program has been working in cooperation with the supervising posts, the Bureau of Diplomatic Security, and the regional bureaus to develop consistent standards for evaluating the utility of existing consular agencies, updating support material for consular agents, and generally bringing greater consistency to the

program. This effort is a work in progress, but there are two major unresolved issues. First, not all consular agencies have access to the Department's OpenNet; CA/EX, CA/CST, and the Bureau of Information Resource Management are actively working on this complex problem. Second, the consular agents guidebook dates from 2003 and does not provide consular agents with access to CA's most recent guidance.

Informal Recommendation 13: The Bureau of Consular Affairs should update the consular agents guidebook to reflect current policy guidance and program support.

Protective Powers

CA/EX/PAS is also responsible for reconciling the reimbursement claims of governments that protect American interests in locations where the United States has no representation. At the time of this report, these governments were the Czech Republic for Syria, Switzerland for Cuba and Iran, and France for the Central African Republic. Sweden is the protective power in North Korea, but reimbursements for this one country are processed in the Office of Overseas Citizens Services. There is no record or explanation for this inefficient and inconsistent procedural difference.

Informal Recommendation 14: The Bureau of Consular Affairs should unify all protective power reimbursement reconciliation under the Post Analysis and Support Division.

Consular Workload Statistics System (Consular Package)

The Consular Workload Statistics System, known as the consular package, is a required annual electronic narrative and statistical report designed to facilitate analysis of consular staffing, equipment, space needs, and workload trends. CA/EX/PAS coordinates the reporting process. The information is available to a wide range of Department users, but within CA there is very little analysis of the information for long-range planning.

Workload statistics in the post-specific consular packages are prepopulated mostly from central databases, with certain exceptions where there is a lack of consistent data. Consular sections are required to add a post narrative, staff hour details, and workload projections. CA/EX/PAS is providing input to CA/CST as the latter works on the next generation of consular applications to streamline the consular package, improve data accuracy and consistency, and further reduce the reporting burden on overseas posts.

Data Analysis

CA/EX/PAS has one contractor who provides data analysis and workload forecasting, using data from the Consolidated Consular Database and other sources. This analysis, among other uses, helped determine the best location of two new consulates now being established in Brazil. To provide timely reports, however, the analyst has resorted to using public domain software outside the office and normal working hours.

Informal Recommendation 15: The Bureau of Consular Affairs should acquire appropriate data analysis, mapping, and forecasting software for the Post Analysis and Support Division analyst's use.

Human Resources

CA/EX/HRD is responsible for position classification, recruitment, discipline, and administration of all human resources actions for CA's 2,700 domestic Civil Service employees at 28 passport agencies, domestic processing centers, and the Washington, DC, headquarters. OIG surveys show that customers appreciate the improved quality and timeliness of the division's service over the past several years. CA/EX/HRD's emphasis on employee relations, including training and coaching supervisors throughout CA, has improved the culture of accountability for employee performance.

CA/EX/HRD has approval to manage its own hiring actions. The Bureau of Human Resources 2012 review of CA/EX/HRD's hiring procedures listed them as satisfactory but with two systemic issues, both of which the division has corrected.

Staffing and Internal Management

Staff turnover in CA/EX/HRD dropped from 42 percent in FY 2008 to 14 percent in FY 2011. However, only a third of the staff has been in the division for more than 3 years. With another six new staff members expected shortly, the experience gap will be even greater. In August 2011, the director established four cross-functional teams responsible for recruitment and staffing at specific passport agencies and CA directorates, an initiative that customers in an OIG survey cited as a major reason for the improvement in services.

Each team of six to eight specialists is headed by a coordinator and reports to one of two branch chiefs. This organizational structure allows teams to provide seamless coverage to their customers while learning all aspects of human resources work. As coordinators have latitude to organize their teams' work, they use different tracking systems and procedures to perform the same type of work. There are few written standard operating procedures, and employees indicate that existing procedures are difficult to locate on the division's shared computer drive. Employees on different teams rarely communicate. Regular meetings among team coordinators to share ideas and best practices would help standardize processes and provide the coordinators an opportunity to share information and improve procedures.

Informal Recommendation 16: The Bureau of Consular Affairs should schedule regular meetings among the cross-functional team coordinators in the Human Resources Division to standardize work procedures and tracking systems to improve the timeliness of recruitment and hiring actions.

Informal Recommendation 17: The Bureau of Consular Affairs should develop standard operating procedures for all human resources actions and make them available to all division employees.

Branch chiefs and team coordinators do not meet regularly with the Office of Passport Services (CA/PPT), the office that coordinates hiring between the agencies and CA/EX/HRD, or with some of the other bureau directorates. Regular meetings with CA/PPT, the division's

biggest customer, would improve communication and knowledge in both offices. Establishing regularly scheduled meetings with the smaller directorates and offices would also be useful.

Informal Recommendation 18: The Bureau of Consular Affairs should schedule regular meetings among the Human Resources Division and the bureau directorates, with special focus on the Office of Passport Services, to exchange information and discuss upcoming hiring needs.

New Employee Training

The Department requires new human resources employees to take training in the Global Employment Management System and the Hiring Manager application before they can access computer systems to process personnel and hiring actions. Because of a lack of available classes, it can take 2 months or more to enroll. Although these employees are assigned tasks that do not require system access, the division has yet to develop standard procedures to allow new employees to be as productive as possible during the wait for classroom training. The division also lacks a formalized program for mentoring and on-the-job training. Employees indicate that the team coordinators are supposed to mentor new employees but often lack the time to do so. Staff members are willing to answer questions and assist new employees but do so on an ad hoc basis. A formalized program would give new employees a better foundation for their work and could also improve morale and the speed and quality of their work.

Recommendation 5: The Bureau of Consular Affairs should institute a formalized mentoring and training program for new employees in its Human Resources Division. (Action: CA)

The CA/EX/HRD training office is responsible for providing a list of required and recommended training to new division employees. However, the office is not always informed when new staff members join the division from other Department offices. These employees may not receive the training list or receive it after they have already completed their own research.

Informal Recommendation 19: The Bureau of Consular Affairs should institute a procedure within the Human Resources Division to provide the training office with arrival information for all new employees.

CA/EX/HRD, in collaboration with the Bureau of Human Resources, is considering adopting an Office of Personnel Management-developed automated staffing system. This new system, USA Staffing, requires less training, is more intuitive, is more flexible in the actions it performs, and could be more cost efficient than the Hiring Manager program the Department currently uses. If this proposed pilot program succeeds, CA would offer to purchase the new system for the Department. The inspection team supports this proposal.

Tracking Staffing Actions

To determine whether CA/EX/HRD meets the Office of Management and Budget's 80-day goal for completing staffing actions, the division tracks its staffing actions once it receives a complete hiring package from the requesting office. The division does not have a common procedure for tracking the time it takes to work with the requesting office to correct an

incomplete hiring request or to document how long each step in the hiring process takes. The automated hiring systems mentioned above do not have this capability. Nor does the Department's automated tracking system, HR Customer Connect, provide this level of detail. Analyzing such data would allow the division to determine whether it has adequate staff to meet performance standards and to identify process improvements and training requirements. CA/EX has offered to investigate and possibly purchase additional software for HR Customer Connect to improve its capabilities, but the Bureau of Human Resources has yet to make a decision on this proposal.

Informal Recommendation 20: The Bureau of Consular Affairs should implement procedures for the Human Resources Division to track all stages of its staffing actions, beginning with the initial request.

Knowledge Management

CA/EX/HRD keeps its policies, procedures, spreadsheets, and other useful information on a poorly organized shared network drive in documents that are often undated. During the inspection, the division began collecting, updating, and posting standard operating procedures on its internal SharePoint site. Posting policies, guidance, and documents that track the status of employment actions on SharePoint, or employing a similar collaborative software tool that allows easy access to this information, would also be useful to CA/EX/HRD customers.

Informal Recommendation 21: The Bureau of Consular Affairs should establish a SharePoint or other collaborative software site for the Human Resources Division to maintain and post policies, procedures, tracking, and other information for both internal staff and bureau customers.

Services to Directorates

At the time of the inspection, CA had 346 vacant positions, although offices had yet to start the recruitment process for some of these vacancies. CA/C had the largest percentage of vacancies, at 52 percent, followed by CA/CST at 39 percent. The largest number of vacancies was in CA/PPT, which had 210 vacancies, or 10 percent of its authorized positions. In FY 2012, the average time for completing hiring actions, excluding the security clearance process, was 112 days, compared to the overall Department average of 91 days.

Position Classification

CA/EX/HRD classifies general service schedule positions to establish the grade, salary, and promotion potential based on the duties and responsibilities of the position. At the time of the inspection, the single full-time, experienced classifier had received requests to classify almost 70 positions. In addition, 3 *Foreign Affairs Manual* (FAM) 2638.2 requires that all bureau position descriptions be formally reviewed on a periodic basis for accuracy. Other cross-functional team members classify positions on a part-time basis, but they generally do not have the time or experience to handle complex or uncommon positions. Hiring and training additional classifiers will improve the accuracy, quality, and timeliness of division staffing actions.

A review of CA position descriptions shows 279 positions classified under series 301, a miscellaneous category that is to be used only when a relevant position series does not exist within the U.S. Government. Although some of these positions may be classified accurately as series 301, others—including customer service managers, operations officers, administrative analysts, managing directors, and special assistants—are incorrect. CA directorates have many other positions with out-of-date descriptions. Proper position classification is essential to the correct listing of job duties and the recruitment of suitably qualified candidates. Additional classifiers will give CA the capacity to review all its Civil Service positions and reclassify them as necessary.

Recommendation 6: The Bureau of Consular Affairs should hire and train a minimum of three additional full-time position classifiers. (Action: CA)

Employee Evaluations

CA/EX/HRD manages CA's employee evaluation process. CA completed 93 percent of its 2012 Civil Service evaluations on time compared to 85 percent Departmentwide. Eighty-five percent of CA's work commitments for 2013 are also complete. For Foreign Service domestic positions, the evaluation completion figures are 93 percent for CA and 87 percent for the Department.

Employee Relations

Established in 2009, the Employee Relations Branch employs a branch chief and a staff of eight specialists who are dedicated to performance and conduct issues, including performance improvement plans, demotions, suspensions, terminations, and appeals. In FY 2011, CA terminated 24 employees based on the work of the Employee Relations Branch. The branch chief and team members also provide regular training on management and performance issues to new CA/PPT supervisors and are considering expanding that training to include other bureau supervisors.

Three of eight specialists work in Washington, DC; another works remotely from The Bahamas. The remaining four, known as liaisons, work at passport agencies in Portsmouth, Charleston, Houston, and Seattle. The branch chief holds biweekly telephone meetings with each and a monthly team meeting that all remote staff members attend via teleconference. All liaison officers also spend 1 week each quarter in Washington. Despite this regular communication, employees both in Washington and in the field are sometimes unaware of changes in policies and procedures or of other pertinent information. Posting this information on the division's SharePoint or other collaborative software site would make that information available in a timely manner to all branch employees.

Informal Recommendation 22: The Bureau of Consular Affairs should implement procedures to place information needed by the Employee Relations Branch on the Human Resources Division's SharePoint site or another collaborative software site.

Training Office

CA/EX/HRD's training office conducts an orientation program for new CA employees during the first 2 days of an employee's tenure. The division also offers quarterly 1-day, bureau-specific orientation programs for Department employees transferring to CA.

Employees in CA's passport agencies and processing centers outside Washington often receive little orientation to either the Department or the bureau. Training officers have traveled to several passport agencies to provide orientation to employees who entered on duty within the previous 6 months. All CA employees are invited to attend the quarterly CA-specific orientation program in Washington, DC. However, CA/PPT will authorize travel expenditures only for newly hired passport employees at the supervisory level. CA/EX/HRD is considering various ways to provide an orientation program at all passport agencies and regional offices but has not reached a decision on how best to do so. Providing detailed and uniform orientation material to passport agencies and regional offices is a cost-effective method to introduce all CA employees, regardless of location, to their organization.

Informal Recommendation 23: The Bureau of Consular Affairs should provide orientation material to Human Resources Division offices and agencies located outside the Washington metropolitan area and monitor material dissemination so that all new bureau employees receive the information.

General Services

A Foreign Service officer heads CA/EX/GSD, the division responsible for travel, asset management, wireless management, procurement, and much of the bureau's contracting operations. The division is also in charge of coordinating the upcoming move of all CA's Washington, DC, offices into one building. During FY 2012, the bureau submitted more than 750 procurement actions through the Ariba procurement system, with a total value of \$667 million. Customers are generally satisfied with the quality and timeliness of the services they receive from the division.

Three of the division's 11 specialists have specific duties—travel, asset management, and the wireless program—whereas the other 8 handle all aspects of procurement and contract administration for specific bureau offices and passport agencies. The specialists responsible for travel and asset management also administer at least one contract each. Several specialists are also contracting officer's representatives for the contracts they manage.

The requirement that all specialists administer at least one contract makes it difficult for employees with procurement responsibilities to become thoroughly knowledgeable about any aspect of procurement. For employees with no procurement responsibilities, adding contract management is an unnecessary distraction from their primary duties. A more logical arrangement would be to split the contract administration and other procurement-related activities so that all specialists could master their assigned duties. Creating two teams, each headed by a nonsupervisory team leader, would increase the guidance the specialists receive while allowing the support services supervisor to focus on what is most needed.

Recommendation 7: The Bureau of Consular Affairs should reorganize the General Services Division specialists into two teams, revise their position descriptions to reflect their current duties, and reclassify their position descriptions to reflect the corresponding changes in their duties. (Action: CA)

CA/PPT and CA/CST are CA/EX/GSD's largest customers. In the past, CA/EX/GSD and CA/PPT management met regularly to discuss matters affecting their operations. These meetings stopped several months ago. CA/EX/GSD management meets with CA/CST management only on an ad hoc basis and rarely with the bureau's smaller directorates of Overseas Citizens Services and Visa Services. Regular meetings with the directorates will help CA/EX/GSD improve communication and customer service while keeping everyone abreast of possible problems and upcoming requirements.

Informal Recommendation 24: The Bureau of Consular Affairs should schedule regular meetings among the General Services Division director and office directors in other bureau directorates.

CA/EX/GSD has a SharePoint site that it rarely uses. Instead, policies and guidelines are distributed by email and kept either in personal email boxes or on the division's poorly organized shared computer drive. Posting policies, procedures, and guidance on a SharePoint site or other

collaborative software site would allow staff and purchase card holders easy access to information needed for their jobs.

Informal Recommendation 25: The Bureau of Consular Affairs should establish a SharePoint or other collaborative software site for the General Services Division to maintain and post policies, procedures, and other information for both internal staff and bureau customers.

CA/EX/GSD is responsible for more than \$117 million in accountable property at 65 domestic locations. The FY 2013 property reconciliation showed a missing property rate of less than 0.04 percent, far below the Department's 1 percent limit. CA/EX/GSD also manages the bureau's purchase and payment card system, one of the Department's largest, with 4,487 transactions in FY 2012 valued at almost \$4.9 million. The 2012 annual program review found no problems. A Department internal audit of the records of the travel unit, which processes approximately 1,000 actions per month, found only 7 minor questionable actions over a 6-month period.

Procurement

CA/EX/GSD's two experienced procurement analysts, assisted by contract staff, prepare and manage most of the bureau's contracting actions. CA/PPT and CA/CST also prepare contracts. CA/C's Procurement, Policy, and Oversight Division is responsible for contract oversight and has a role in handling the \$2.8 billion GSS contract. Although CA/C has been in existence for 2 years, only now are CA/EX/GSD and CA/C determining the roles of each office. At the time of the inspection, the bureau had 106 contracts with a total value of \$4.9 billion. CA currently has no automated database to monitor these contracts and, until shortly before this inspection, no complete list of bureau contracts. A recommendation regarding an automated database is included in the concurrent inspection of CA/C.

CA/EX/GSD is responsible for coordinating, reviewing, and, in some cases, preparing the information needed to issue a contract request for proposal. Lack of continuous contractor support increases the time it takes procurement analysts to complete these actions. Having contractors in place, rather than issuing a solicitation each time one is needed, would also improve the division's institutional memory regarding its larger contracts.

Informal Recommendation 26: The Bureau of Consular Affairs should provide continuous contractor support to the General Services Division's contracting office.

Once CA/EX/GSD completes requests for proposals, the contract package is forwarded to the Bureau of Administration, Office of Acquisitions Management, to be issued and awarded. CA/PPT prepares and manages some passport-specific contracts, although CA/EX/GSD has the technical skills to handle these contracts. CA/CST is responsible for preparing and managing contracts related to computer systems and support. All three offices deal directly with the Office of Acquisitions Management, and there is little coordination among them. The 2011 OIG inspection² of CA/CST issued an informal recommendation requiring CA to delineate the

² *Inspection of the Bureau of Consular Affairs, Office of Consular Systems and Technology, ISP-I-11-51, May 2011.*

interaction of bureau offices with the Office of Acquisitions Management regarding contracting and procurement functions. CA has not yet implemented this recommendation.

Recommendation 8: The Bureau of Consular Affairs should delineate clearly the appropriate roles of its business offices with regard to their interaction with the Bureau of Administration's Office of Acquisitions Management. (Action: CA)

The division's senior procurement analyst regularly provides training to the specialists on contract administration-related matters, and all specialists are required to take courses in simplified acquisitions and the duties of a contracting officer's representative. All contracting officer's representatives in CA/EX/GSD have the required written designation.

Move Planning

At the time of the inspection, CA was preparing for its summer 2013 move. CA/EX/GSD has the bureau lead in coordinating the plans for the building renovation with the General Services Administration; the Bureaus of Administration, Diplomatic Security, and Information Resource Management; and other stakeholders, including within CA. The division established an intranet site and organized a series of town hall meetings to share information with the affected directorates. The CA directorates gave CA/EX/GSD high marks for making the plans and preparations as clear and transparent as possible and for involving each directorate early and often in the process.

Controlled Consular Supplies

The division manages a stockroom within the Bureau of Administration's warehouse in Springfield, Virginia, where it receives, stores, and distributes controlled consular supplies and equipment to overseas consular sections. These supplies include, among other items, blank visa foils, and blank emergency travel documents and passport pages. A small amount of files and other material awaiting disposal also is stored at this location. The division recently issued a policy restricting storage at this location to controlled consular supplies.

Until recently, the three-person stockroom team consisted of one Civil Service employee and two support contractors. CA converted one of those contract positions to a Civil Service position to provide greater management and oversight flexibility. However, there is now confusion concerning authority, responsibility, and chain of command.

Informal Recommendation 27: The Bureau of Consular Affairs should establish a clear supervisory chain of command at the General Services Division stockroom.

The ordering, receiving, and shipping of accountable items are well organized and carefully controlled. The stockroom team created an intranet CA supply catalog that is very helpful to consular sections overseas. However, there are no written internal standard operating procedures to institutionalize processes and serve as guidelines.

Informal Recommendation 28: The Bureau of Consular Affairs should establish written standard operating procedures concerning the ordering, receiving, and shipping of accountable consular supplies in the General Services Division.

Management Controls

CA/EX advises overseas posts on completion of the annual consular management controls certification, required by 7 FAH-1 H-624.2-1. According to 7 FAH-1 H-636, a management analyst in CA/EX drafts guidance and answers posts' questions about consular management controls, whereas other CA directorates develop policies and procedures relating to their operational areas. This division of responsibility ensures that management control policies are realistic and takes into account the operational requirements of overseas consular sections and domestic passport agencies. However, unless the policy is carefully coordinated bureauwide, there is a risk that directorates might issue contradictory guidance. In a concurrent report, the OIG team recommended that the policy coordination responsibility be assigned to CA/C.

List of Recommendations

Recommendation 1: The Bureau of Consular Affairs, in coordination with the Bureau of Human Resources, should reprogram either the executive director or deputy executive director position in the Office of the Executive Director to Senior Executive Service. (Action: CA, in coordination with DGHR)

Recommendation 2: The Bureau of Consular Affairs, in coordination with the Bureau of Human Resources, should reprogram its executive director position to that of deputy assistant secretary for resources. (Action: CA, in coordination with DGHR)

Recommendation 3: The Bureau of Consular Affairs should reorganize the Post Analysis and Support Division to provide effective supervision of the assignments/staffing and regional/functional support teams. (Action: CA)

Recommendation 4: The Bureau of Consular Affairs should update all management analyst position descriptions to reflect their actual responsibilities and submit the new position descriptions for classification. (Action: CA)

Recommendation 5: The Bureau of Consular Affairs should institute a formalized mentoring and training program for new employees in its Human Resources Division. (Action: CA)

Recommendation 6: The Bureau of Consular Affairs should hire and train a minimum of three additional full-time position classifiers. (Action: CA)

Recommendation 7: The Bureau of Consular Affairs should reorganize the General Services Division specialists into two teams, revise their position descriptions to reflect their current duties, and reclassify their position descriptions to reflect the corresponding changes in their duties. (Action: CA)

Recommendation 8: The Bureau of Consular Affairs should delineate clearly the appropriate roles of its business offices with regard to their interaction with the Bureau of Administration's Office of Acquisitions Management. (Action: CA)

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 Consular Affairs should delineate clearly the roles of all offices within the bureau that share responsibility for the Global Support Strategy contract, implement this delineation, and communicate it worldwide no later than the end of FY 2013.

Informal Recommendation 2: The Bureau of Consular Affairs should establish a mechanism to identify areas where the colocation of consular directorates can provide operational efficiencies and cost savings.

Informal Recommendation 3: The Bureau of Consular Affairs should document lessons learned from its experience of remote supervision and make those lessons available throughout the Department of State.

Informal Recommendation 4: The Bureau of Consular Affairs should authorize travel to Frankfurt for newly assigned regional consular officers to meet in person with their supervisors either on the way to post or shortly after their arrival.

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

Informal Recommendation 6: The Bureau of Consular Affairs should update the internal Web site references to the Consular Management Assistance Team program.

Informal Recommendation 7: The Bureau of Consular Affairs should implement a plan for its bureau security officer to communicate security information systematically to employees.

Informal Recommendation 8: The Bureau of Consular Affairs should assist its bureau security officer establish priorities for travel to passport agencies and other U.S. locations.

Informal Recommendation 9: The Bureau of Consular Affairs should issue comprehensive policies on telework and alternate work schedules and require that all employees who telework and their supervisors complete the mandatory training.

Informal Recommendation 10: The Bureau of Consular Affairs should establish a process to monitor the accuracy and timeliness of payments to when actually employed personnel in accordance with Department of State regulations.

Informal Recommendation 11: The Bureau of Consular Affairs should develop a training and orientation plan, including formal relevant courses, for each new officer assigned to the Post Analysis and Support Division.

Informal Recommendation 12: The Bureau of Consular Affairs should implement a policy requiring each analyst in the Post Analysis and Support Division to prepare a travel plan at the beginning of a tour and should approve and fund appropriate travel as time and resources permit.

Informal Recommendation 13: The Bureau of Consular Affairs should update the consular agents guidebook to reflect current policy guidance and program support.

Informal Recommendation 14: The Bureau of Consular Affairs should unify all protective power reimbursement reconciliation under the Post Analysis and Support Division.

Informal Recommendation 15: The Bureau of Consular Affairs should acquire appropriate data analysis, mapping, and forecasting software for the Post Analysis and Support Division analyst's use.

Informal Recommendation 16: The Bureau of Consular Affairs should schedule regular meetings among the cross-functional team coordinators in the Human Resources Division to standardize work procedures and tracking systems to improve the timeliness of recruitment and hiring actions.

Informal Recommendation 17: The Bureau of Consular Affairs should develop standard operating procedures for all human resources actions and make them available to all division employees.

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Principal Officials

	Name	Arrival Date
Executive Director	James W. Herman	06/12
Deputy Executive Director	Denise A. Urs	06/12
Senior Management Adviser	Mary Ellen Hickey	07/12
Division Chiefs:		
Post Analysis and Support	Cathy L. Hurst	01/12
Human Resources Division	Sonia J. Crisp	09/11
General Services Division	Greg Segas	08/12

Abbreviations

1CA	Consular Management Project
CA	Bureau of Consular Affairs
CA/C	Bureau of Consular Affairs, Office of the Comptroller
CA/CST	Bureau of Consular Affairs, Office of Consular Systems and Technology
CA/EX	Bureau of Consular Affairs, Office of the Executive Director
CA/EX/GSD	Bureau of Consular Affairs, Office of the Executive Director, General Services Division
CA/EX/HRD	Bureau of Consular Affairs, Office of the Executive Director, Human Resources Division
CA/EX/PAS	Bureau of Consular Affairs, Office of the Executive Director, Post Analysis and Support
CA/PPT	Bureau of Consular Affairs, Office of Passport Services
CMAT	Consular Management Assistance Team
Department	Department of State
FAH	<i>Foreign Affairs Handbook</i>
FAM	<i>Foreign Affairs Manual</i>
GSS	Global Support Strategy
OIG	Office of Inspector General
RCO	Regional consular officer



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