



HIGHLIGHTS

Office of Inspector General
United States Department of State

ISP-I-20-08

What OIG Inspected

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

What OIG Recommends

OIG made 4 recommendations to Embassy Helsinki.

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

December 2019

OFFICE OF INSPECTIONS

BUREAU OF EUROPEAN AND EURASIAN AFFAIRS

Inspection of Embassy Helsinki, Finland

What OIG Found

- Embassy leadership used their ready access to the senior-most levels of the Government of Finland to the benefit of U.S. foreign policy goals and objectives.
- The Ambassador and the Deputy Chief of Mission did not manage conflict between them in an appropriate manner, which resulted in a breakdown of trust and communication that complicated the chain of command and contributed to a stressful work environment for Embassy Helsinki staff.
- Lack of teamwork and communication between Consular Section leadership and staff had a negative effect on productivity and morale.
- The embassy lacked policies for some information management support services.