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Management Assistance Report: Warrant and Training Programs Needed for Personnel Responsible for Transportation-Related Acquisitions

MANAGEMENT ASSISTANCE REPORT

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SUMMARY OF REVIEW

The Department of State (Department) may authorize a permanent change-of-station (PCS) for employees and families to move from one official duty station to another. The Department's post assignment travel (PAT) program is responsible for managing travel expenses associated with PCS, which include those pertaining to the shipment and storage of personal effects. In FY 2023, the Department spent more than \$212 million for the shipment and storage of personal effects. Department personnel may acquire shipping and storage services by several methods, including the use of a rate tender (a company's offered list of services and rates) under the authority of the Federal Management Regulation (FMR). If a rate tender is used, the Department prepares a tender of service (tender) document that provides the terms and conditions to the company—a transportation service provider (TSP).

During an ongoing audit of the Department's administration of the shipment and storage of personal effects during PAT, the Office of Inspector General (OIG) discovered the Department had not established a transportation officer (TO) warrant program for General Services Officers (GSO) who acquire shipping and storage services using tenders. The FMR recommends that agencies issue each TO a warrant, which is a written document that expressly authorizes the TO to acquire services using tenders. Officials within the Bureau of Administration's Office of Logistics Management (LM) explained that one reason for this deficiency was that issuing TO warrants is not a regulatory requirement. OIG also found the Department had not established a training program for personnel responsible for making transportation-related acquisitions, which is also recommended by the FMR. LM officials explained that, although the FMR recommends that agencies implement such a program, it does not require it. However, just as it requires contracting officers (CO) and other acquisition professionals to complete initial and recurring training to attain and retain the necessary knowledge to perform their procurement duties, the Department would benefit by requiring TOs to complete appropriate training. This is especially true given the annual expenditures associated with the Department's transportation-related acquisitions.

Without established warrant and training programs, the Department cannot ensure that personnel responsible for acquiring services using tenders have the requisite qualifications and knowledge to execute those acquisitions effectively and efficiently. In fact, some post personnel interviewed for this audit stated that they were insufficiently trained to acquire transportation-related services using tenders. Because the Department encourages the use of tenders to acquire shipping and storage services within the Department, it is essential that key personnel have the necessary training and tools to establish and manage these agreements in accordance with federal and Department requirements, Department objectives, and global transportation industry standards.

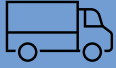




OIG made two recommendations to prompt the establishment of warrant and training programs for TOs. On the basis of the response received from the Bureau of Administration to a draft of this report, along with an exit conference discussion of planned actions, OIG considers both recommendations resolved, pending further action. A synopsis of

management’s comments and OIG’s reply follow each recommendation in the Results section of this report. Management’s comments are reprinted in their entirety in Appendix A.

BACKGROUND

PCS is official travel and transportation that the Department authorizes for employees and their families to move from one official duty station to another,¹ generally for 1 year or more. The Department’s PAT program is responsible for managing travel expenses associated with an employee’s PCS. Figure 1 provides information on the types of expenses that are covered by the PAT program.

Figure 1: Types of Expenses Covered by the PAT Program

				
Shipment and Storage of Personal Effects ^a	Transportation of Personnel	Foreign Transfer and Home Transfer Allowances ^b	Temporary Housing	Per Diem
Includes packing, unpacking, and transporting personal effects to posts of duty and/or to and from a place of storage. ^c	Includes air travel booking and ticketing services. ^d	Can be used to cover the cost of deposits or fees incurred to disconnect and connect utilities and internet that are not offset by an eventual refund or credit. ^e	Used when an employee is required to travel for training purposes.	Includes a maximum amount for lodging and a fixed allowance for meals and incidental expenses. ^f

^a According to 4 Foreign Affairs Manual (FAM) 053.2, “Travel Abroad,” personal effects include unaccompanied baggage, household effects, and privately owned vehicles.

^b According to the Department of State Standardized Regulations 241.1(a), “Definitions,” and 251.1(a), “Definitions,” the foreign transfer and home service transfer allowances cover extraordinary, necessary, and reasonable expenses incurred to establish an employee at any post of assignment in a foreign area or the United States.

^c 14 FAM 611.2(1), “Authorities.”

^d 14 FAM 541(a), (c), “Travel Management Centers.”

^e Department of State Standardized Regulations 241.2(a)(1), (4), (14), “Scope,” and 251.2(a)(1), (4), (13), “Scope.”

^f 14 FAM 572.2, “Maximum Rates.”

Source: Prepared by OIG based on its review of pertinent sections of the FAM and the Department of State Standardized Regulations.

In FY 2023, the Department spent more than \$283 million for the PAT program. Of that \$283 million, more than \$212 million (75 percent) was used for the shipment and storage of personal effects.

¹ 14 Foreign Affairs Manual (FAM) 531.3, “Relocation Travel,” and 14 FAM 531.1(a), “Appointment Travel.”

Methods for Acquiring Shipping and Storage Services

The Department's FAM states that appropriate personnel may obtain services for packing, crating, and shipping personal effects by:

- Use of small purchase and other simplified purchase procedures² under the authority of Federal Acquisition Regulation (FAR) Part 13, "Simplified Acquisition Procedures."
- Sealed bidding³ under the authority of FAR Part 14, "Sealed Bidding."
- Negotiation under the authority of FAR Part 15, "Contracting by Negotiation."
- Use of the International Through Government Bill of Lading (ITGBL) program.⁴
- Negotiation of a rate tender under the authority of the FMR Part 102-117, "Transportation Management."⁵

The acquisition of shipping and storage services is considered a transportation-related acquisition. The Department prefers that personnel obtain these services by using the ITGBL program. However, when use of the ITGBL program is not feasible, LM officials encourage the use of rate tenders. A rate tender is the offer that a TSP sends to an agency including service rates and charges.⁶ If the Department accepts a rate tender, it uses a tender document to provide terms and conditions to a TSP for transportation and all related services.

According to LM officials, the benefits of using tenders include:

- The ability to select TSPs based on best value.⁷
- Efficiencies at posts including fewer processing steps, fewer offices involved in ordering services, and the ability to establish agreements without up-front funding.
- Flexibility to update vendor pricing at preferred frequencies without the need to resolicit bids for the services, which is useful because of the volatility of costs within the transportation market.

² According to 48 Code of Federal Regulations (C.F.R.) § 2.101, "Definitions," and § 13.003(a), "Policy," simplified purchase procedures are methods for making purchases of supplies or services that do not exceed the simplified acquisition threshold of \$250,000.

³ According to 48 C.F.R. § 14.101, "Elements of sealed bidding," sealed bidding is a method of contracting that employs competitive bids, public opening of bids, and awards.

⁴ According to LM officials, the ITGBL program is a part of the General Services Administration's Centralized Household Goods Traffic Management Program, which is a tender procurement method that offers worldwide household goods moving services with a consistent pricing structure. According to 14 FAM 614.5-5(A)b, "Nature of Service," the ITGBL program provides shipping services for personal property during an employee's transfer that are based on a negotiated price and delivery date.

⁵ 14 FAM 614.5-1, "Shipment Originating Abroad."

⁶ 41 C.F.R. § 102-117.25, "What definitions apply to this part?"

⁷ According to 41 C.F.R. § 102-117.105, "What does best value mean when routing a shipment?," best value means using the mode or individual TSP that provides satisfactory service with the best combination of service factors and price that meets the agency's requirements. A lower price may not be the best value if the service offered fails to meet the requirements of the shipment.

- Easier modification of agreements (when compared to contracts).

Officials Authorized To Acquire Shipping and Storage Services

COs for FAR-Based Acquisitions

FAR-based acquisitions include those made using small or simplified purchase, sealed bidding, and negotiation procedures. The FAR states that only a CO may enter into and sign contracts on behalf of the government.⁸ A CO is a person with authority to enter into, administer, and terminate contracts and make related determinations and findings.⁹ COs are responsible for ensuring the performance of all necessary actions for effective contracting, ensuring compliance with the terms of contracts, and safeguarding the interests of the United States in its contractual relationships.¹⁰

The FAR mandates that agencies appoint COs in writing¹¹ and provide clear, written instructions to COs on the limits of their authority to contractually bind the government.¹² It also requires agencies to establish and maintain a procurement career management program and a system for the selection, appointment, and termination of COs.¹³ When selecting COs, appointment officials must consider candidates' experience, training, and education.¹⁴ The Department's "Acquisition Career Management Handbook" provides the education, training, and experience requirements for acquisition professionals.¹⁵

The Department's CO warrant program formally prescribes the requirements to obtain and maintain the various CO warrant levels.¹⁶ As part of the program, the Bureau of Administration's Office of the Procurement Executive (OPE) issues CO warrants only to personnel who have met the qualifications for applicable acquisitions. Warrants issued to officials at overseas posts (normally the GSO), which OPE manages in its global warrant system,¹⁷ are issued to an individual and are only valid for a specific period.¹⁸

⁸ 48 C.F.R. § 1.601(a), "General."

⁹ 48 C.F.R. § 1.602-1(a), "Authority."

¹⁰ 48 C.F.R. § 1.602-2, "Responsibilities."

¹¹ 48 C.F.R. § 1.603-3, "Appointment."

¹² 48 C.F.R. § 1.602-1(a).

¹³ 48 C.F.R. § 1.603-1, "General."

¹⁴ 48 C.F.R. § 1.603-2, "Selection."

¹⁵ 14 Foreign Affairs Handbook (FAH)-3 H-111, "Objectives and Purpose of Acquisition Management Program."

¹⁶ 14 FAH-3 H-331(b), "Policy and Objective."

¹⁷ OPE's warrant system is an online tool used to request new and revised warrants, including those for COs and grant officers.

¹⁸ 14 FAH-3 H-342, "Overseas Contracting Officer Name Warrant Program."

TOs for FMR-Based Acquisitions

FMR-based acquisitions include those made using tenders for transportation or related services. The FMR states that TOs are responsible for negotiating rates, selecting and procuring services of TSPs, and serving as transportation subject-matter experts to COs, among other things.¹⁹ The FMR recommends that agencies issue TOs a written document, such as a warrant, that expressly allows them to acquire transportation services using approved non-FAR acquisition methods for specified transportation services.²⁰ The FMR states that the TO warrant may be modeled after an agency's CO warrant and should state:

- That the individual has sufficient experience and/or training to acquire the transportation services needed by the agency. This includes any combination of federal, public, and/or commercial experience and any relevant acquisition or certifying officer training.
- The maximum dollar limit, if any, and any other limits, such as the types of services the individual may acquire.
- The agency's required conditions to maintain the warrant.
- An expiration date for the warrant, which the FMR recommends should be 3 years or less from the date of issuance.²¹

The FMR also states that TOs should maintain a copy of their warrant and that agencies may amend, suspend, or terminate TO warrants in accordance with their policies and procedures.²² Additionally, the FMR recommends training and experience baselines for TOs²³ and guidance on the number of continuing education hours that TOs should receive on a recurring basis to maintain a TO warrant.²⁴

Management Assistance Report Purpose

This Management Assistance Report is intended to provide early communication of deficiencies that OIG identified during an audit of the Department's administration of the shipment and storage of personal effects. The objective of the audit, which is ongoing as of the date of this report, is to determine whether the Department administered PAT services involving the shipping and storage of personal effects in accordance with federal and Department requirements. OIG is reporting the deficiencies discussed in this Management Assistance Report in accordance with generally accepted government auditing standards. In performing the work related to these deficiencies, OIG interviewed LM and OPE officials, interviewed personnel at

¹⁹ 41 C.F.R. § 102-117.365, "What are the responsibilities of a Transportation Officer?"

²⁰ 41 C.F.R. § 102-117.370, "Should I have a Transportation Officer warrant to acquire transportation services using a rate tender?"

²¹ 41 C.F.R. § 102-117.380, "What should be contained in a Transportation Officer warrant to acquire transportation services?"

²² 41 C.F.R. § 102-117.400, "How should my warrant be documented?"

²³ 41 C.F.R. § 102-117.390, "What are the recommended Transportation Officer training and/or experience levels?"

²⁴ 41 C.F.R. § 102-117.395, "Should I continue my training to maintain my warrant?"

selected posts,²⁵ and reviewed applicable criteria and supporting documentation. OIG believes that the evidence obtained provides a reasonable basis for the conclusions presented in this report.

RESULTS

Finding A: The Department Did Not Have a Warrant Program for General Services Officers Who Acquire Transportation-Related Services

The FMR recommends that agencies issue warrants to TOs to expressly authorize them to acquire transportation-related services using tenders.²⁶ However, OIG found the Department had not established a TO warrant program for GSOs who perform transportation-related acquisitions. LM officials explained that one reason for this deficiency was that issuing TO warrants is not a regulatory requirement. In addition, LM officials stated that, because GSOs already hold CO warrants as part of their job functions, TO warrants may be redundant.

Although GSOs at posts may hold CO warrants, OIG found the training required for a CO warrant may not provide sufficient knowledge about the use of tenders for transportation-related acquisitions. (This is explained further in Finding B.) In addition, the CO qualifications for FAR-based acquisitions differ from the TO qualifications for FMR-based acquisitions. For example, FMR-recommended qualifications for TOs include a specific number of training hours in federal transportation and/or a specific number of years of experience in acquiring transportation using tenders in the federal, public, and/or commercial sectors.²⁷ Although LM officials stated that personnel who are responsible for tenders within LM are transportation professionals by trade and meet the FMR-recommended transportation experience, this is not necessarily the case for personnel at posts acquiring transportation-related services using tenders.

The FMR's recommendation to issue TO warrants is an explicit acknowledgement of the importance of ensuring that these officers are qualified and formally authorized to acquire transportation-related services using tenders. Without a formal authorization process, there is increased risk that Department personnel at posts may execute procurements, using this non-FAR acquisition method, without the appropriate knowledge and experience to do so effectively and efficiently. Therefore, OIG is offering a recommendation.

Recommendation 1: OIG recommends that the Bureau of Administration develop and implement a process to formally designate and issue warrants to transportation officers responsible for authorizing tenders of service at overseas posts, as recommended by the Federal Management Regulation. The process should outline the training and experience requirements for obtaining a transportation officer authorization and the conditions for

²⁵ U.S. Embassies Berlin, Germany; Cairo, Egypt; and Bogota, Colombia.

²⁶ 41 C.F.R. § 102-117.370.

²⁷ 41 C.F.R. § 102-117.390.

maintaining the authorization. The process should also include a mechanism for tracking and managing the requirements for maintaining the warrant.

Management Response: The Bureau of Administration stated that it had concerns with the recommendation and would provide a management response outlining its concerns once operations normalize. The bureau further explained that senior staff members responsible for this topic were focused on contingency response efforts but planned to “provide this important topic the attention it deserves.” In addition, during the exit conference in which OIG presented the audit findings and recommendations involving this audit, bureau officials stated that the concept of a TO warrant program has been discussed for some time and, therefore, they did not disagree with the recommendation.

OIG Reply: On the basis of the Bureau of Administration’s stated commitment to address the recommendation, OIG considers this recommendation resolved, pending further action. The recommendation will be closed when OIG receives documentation demonstrating that the Bureau of Administration has implemented a process to formally designate and issue warrants to TOs responsible for authorizing tenders of service at overseas posts, as recommended by the FMR.

Finding B: The Department Did Not Have a Training Program for General Services Officers or Other Key Personnel Who Acquire Transportation-Related Services

The FMR recommends that agencies determine baseline training and experience²⁸ and continuing education requirements for TOs to obtain and maintain warrants at their specific warrant level.²⁹ However, OIG found that the Department had not established a training program for GSOs and other personnel responsible for making transportation-related acquisitions. LM officials explained that, although the FMR recommends that agencies implement such a program, it does not require it. However, just as it requires COs and other acquisition professionals to complete initial and recurring training to attain and retain the necessary knowledge to perform their procurement duties, the Department would benefit by requiring TOs to complete appropriate training. This is especially true given the annual expenditures associated with Department’s transportation-related acquisitions.

Acquisition Career Management Program

The Department has a career management program that formally prescribes education, training, and experience requirements for COs and other acquisition professionals.³⁰ However, this program includes limited guidance for GSOs and locally employed (LE) transportation staff who are responsible for transportation-related acquisitions using tenders. The Department’s acquisition career management program requires GSOs who plan to hold the standard

²⁸ Ibid.

²⁹ 41 C.F.R. § 102-117.395.

³⁰ 14 FAH-3 H-111, “Objectives and Purpose of Acquisition Management Program.”

\$250,000 CO warrant at overseas posts to take a 4-week acquisitions module, which is one component of the Foreign Service Institute’s (FSI)³¹ GSO Course, or an equivalent course. The program also requires GSOs to complete at least 16 hours of refresher training every 3 years.³² LM officials stated that the FSI training covers tenders for about 2 hours during the 4-week course. In addition, there are no other established requirements for initial or refresher training for GSOs or LE transportation staff that specifically address TO responsibilities for acquiring transportation-related services using tenders. In addition, the Department provides only limited opportunities for officials to obtain information on tenders. For example, LM officials identified five Department training courses that address the use of tenders. However, the Department only mandates the completion of one of the courses, and that course provides limited coverage on tenders. Table 1 summarizes the five training courses.³³

Table 1: Department Training Courses That Address the Use of Tenders for Transportation-Related Acquisitions

Training Course	Target Audience	FY 2024 Course Offerings	Maximum Attendees	Length of Training	Approximate Time on Tenders	Mandated
GSO Course, Acquisitions Module	GSOs	3	25	4 weeks	2 hours	Yes
Transportation Workshop for LE Staff	LE Staff	4	50	1 week	7 hours	No
Advanced Transportation Workshop for LE Staff	LE Staff	0 ^a	25	1 week	5 hours	No
GSO Workshop	GSOs	1	100 ^b	1 week	3 hours ^c	No

³¹ According to 13 FAH-1, H-012(a), “Responsibility for Implementing Training Procedures,” FSI is responsible for establishing and administering procedures that implement Department training policies and for the operation of training programs.

³² 14 FAH-3 H-341.3(b), (c), “Formal Contracts (\$250,000 Standard Warrant).”

³³ LM officials stated that they provide other training presentations on tenders on an ad hoc basis; however, OIG only captured formal training courses available through FSI and a prerecorded webinar series that is widely available to key post personnel.

Training Course	Target Audience	FY 2024 Course Offerings	Maximum Attendees	Length of Training	Approximate Time on Tenders	Mandated
Post Government Bill of Lading Webinar Series	GSOs and LE Staff	Not Applicable	Not Applicable	7.5 hours	7.5 hours	No

^a LM officials stated that the Department has not offered this training course in recent years; however, three course offerings are scheduled for FY 2025.

^b LM officials stated that this training course normally starts with a capacity of 100 attendees, but the Department can increase the number based on the capacity of the location. For example, the FY 2024 course had 150 attendees.

^c LM officials stated that, during the FY 2024 training course, a trainer provided about 10 hours of additional time in one-on-one consultations related to tenders.

Source: Generated by OIG using information obtained from the FSI course catalog, as of May 29, 2024, and LM officials.

LM officials acknowledged that GSOs do not receive much training specific to transportation acquisition topics such as the use of tenders. GSO training courses are designed to cover the many functional areas for which GSOs are responsible. LM officials also stated that most GSOs are not as well-versed in transportation operations as their LE staff. This is likely because, as personnel at one post explained, LE transportation staff generally come from the transportation industry within their country and, thus, have relevant experience. However, one GSO stated that not all GSOs are fortunate to have staff who are knowledgeable in this area. Therefore, it is important that GSOs receive sufficient training to equip them with the knowledge needed to acquire transportation-related services using tenders.

LM officials also stated that they instruct LE transportation staff to complete the Transportation Workshop for LE Staff within their first year and then, in 3 years, to complete the Advanced Transportation Workshop for LE Staff. After that, LE transportation staff should rotate between those two courses every 3 years as refresher training. However, although the LE transportation staff plays a key role in assisting GSOs in the establishment and management of tenders, the Department does not formally require LE staff to complete this initial and refresher training. In addition, the Advanced Transportation Workshop for LE Staff has not been offered since the start of the COVID-19 pandemic. Furthermore, personnel at one post stated that scaling back virtual training opportunities after the COVID-19 pandemic has negatively impacted access to needed training. For example, personnel at one post stated that, by the time they received funding approval to attend a training that covered tenders, the course was full. In addition, personnel at one post stated that it was difficult to obtain funding to attend training on tenders because it is not mandatory, and budget constraints impede the post's ability to fund elective training. Furthermore, the Department does not provide GSOs or LE staff information about other federal or commercial training course options related to tenders. Moreover, although the Foreign Affairs Handbook (FAH) identifies training that would meet refresher training requirements for other acquisition types (e.g., formal contracts),³⁴ it does not provide training options that specifically address transportation-related acquisitions.

³⁴ 14 FAH-3 H-341.3(c).

As a result of limited training requirements and opportunities, some GSOs and LE transportation staff interviewed for this audit expressed that they were insufficiently trained on TO responsibilities for acquiring transportation-related services using tenders. For example, personnel at selected posts stated that they relied on, or planned to rely on, personnel at other posts for guidance on implementing tenders. Establishing a formal training program that outlines initial and recurring training requirements and course options would help ensure that key personnel obtain the knowledge and continuous learning needed to manage tenders more effectively and efficiently. Therefore, OIG is offering a recommendation.

Recommendation 2: OIG recommends that the Bureau of Administration develop and implement a training program for personnel responsible for executing transportation-related acquisitions using tenders of service, as recommended by the Federal Management Regulation. The program should outline baseline and continuing education training requirements for General Services Officers and locally employed transportation staff.

Management Response: Similar to its response to Recommendation 1, the Bureau of Administration stated that it had concerns with the recommendation and would provide a management response outlining its concerns once operations normalize. The bureau further explained that senior staff members responsible for this topic were focused on contingency response efforts but planned to “provide this important topic the attention it deserves.” In addition, during the exit conference in which OIG presented the audit findings and recommendations involving this audit, bureau officials stated that they could review current training, develop and facilitate TO-specific training as needed, and set TO-specific training requirements. However, bureau officials explained that tracking LE staff compliance with training requirements would be challenging. For example, according to bureau officials, the Bureau of Administration does not have oversight of the number of LE staff members with TO-related responsibilities, and the Department would have to decide how to establish training requirements for post personnel.

OIG Reply: On the basis of the Bureau of Administration’s stated commitment to address the recommendation, OIG considers this recommendation resolved, pending further action. The recommendation will be closed when OIG receives documentation demonstrating that the Bureau of Administration has implemented a training program for personnel responsible for executing transportation-related acquisitions using tenders of service, as recommended by the FMR.

CONCLUSION

Without established warrant and training programs, the Department cannot ensure that personnel responsible for acquiring transportation-related services using tenders have the requisite knowledge and qualifications to execute those acquisitions effectively and efficiently. Specifically, without TO designations and mandated, recurring training that includes sufficient

coverage of tenders, the Department cannot ensure that key personnel are sufficiently qualified and prepared to:

- Implement tenders.
- Evaluate TSPs' offers for best value.
- Track and manage TSP performance.
- Determine how and when to review tenders for renewal, modification, or termination.
- Maintain key documentation.

In addition, because the Department encourages the use of tenders at posts to acquire shipping and storage services, it is essential that GSOs and LE transportation staff have the necessary knowledge and tools to establish and manage these agreements in accordance with federal and Department requirements, Department objectives, and global transportation industry standards.

The Department's policy on required training and warrants for overseas COs states, "[the] purpose of this policy is to ensure that overseas [COs] maintain a current knowledge base on U.S. Government contracting and are able to award and administer contracts properly in support of the Department's mission."³⁵ The Department would benefit by applying this policy to TOs and other transportation-related acquisition personnel. First, it would enable the Department to officially designate TOs at posts and to track and manage the established requirements for obtaining and maintaining TO warrants. The Department could possibly accomplish this by leveraging the technology used for OPE's global warrant system to administer and manage each TO warrant. Second, implementation of structured warrant and training programs for transportation acquisition personnel would enable the Department to codify the baseline training and experience and continuing education requirements for TOs (i.e., GSOs and LE transportation staff) who are responsible for establishing and managing tenders for transportation-related services at their posts. Finally, these actions collectively will help the Department manage the PAT program and improve the knowledge and skills of the TOs responsible for managing transportation-related acquisitions using tenders.

³⁵ 14 FAH-3 H-341.3(b).

RECOMMENDATIONS

Recommendation 1: OIG recommends that the Bureau of Administration develop and implement a process to formally designate and issue warrants to transportation officers responsible for authorizing tenders of service at overseas posts, as recommended by the Federal Management Regulation. The process should outline the training and experience requirements for obtaining a transportation officer authorization and the conditions for maintaining the authorization. The process should also include a mechanism for tracking and managing the requirements for maintaining the warrant.

Recommendation 2: OIG recommends that the Bureau of Administration develop and implement a training program for personnel responsible for executing transportation-related acquisitions using tenders of service, as recommended by the Federal Management Regulation. The program should outline baseline and continuing education training requirements for General Services Officers and locally employed transportation staff.

APPENDIX A: BUREAU OF ADMINISTRATION RESPONSE

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United States Department of State

Washington, D.C. 20520

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August 15, 2024

TO: OIG/AUD – Norman P. Brown
FROM: A/LM – Seth Green 
SUBJECT: Draft Report – *Management Assistance Report: Warrant and Training Programs Needed for Personnel Responsible for Transportation-Related Acquisitions*

The Bureau of Administration, Office of Logistics Management reviewed the draft OIG report and provides the following response.

Recommendation 1: OIG recommends that the Bureau of Administration develop and implement a process to formally designate and issue warrants to transportation officers responsible for authorizing tenders of service at overseas posts, as recommended by the Federal Management Regulation. The process should outline the training and experience requirements for obtaining a transportation officer authorization and the conditions for maintaining the authorization. The process should also include a mechanism for tracking and managing the requirements for maintaining the warrant.

Management Response: The Bureau of Administration, Office of Logistics Management, Office of Logistics Operations (A/LM/OPS) has concerns with recommendation 1 and will draft a management response outlining our concerns. A/LM/OPS senior staff members responsible for this topic are currently primarily focused on contingency response efforts associated with world events. When things normalize operationally, we'll provide this important topic the attention it deserves.

Recommendation 2: OIG recommends that the Bureau of Administration develop and implement a training program for personnel responsible for executing

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transportation-related acquisitions using tenders of service, as recommended by the Federal Management Regulation. The program should outline baseline and continuing education training requirements for General Services Officers and locally employed transportation staff.

Management Response: The Bureau of Administration, Office of Logistics Management, Office of Logistics Operations (A/LM/OPS) has concerns with recommendation 2 and will draft a management response outlining our concerns. A/LM/OPS senior staff members responsible for this topic are currently primarily focused on contingency response efforts associated with world events. When things normalize operationally, we'll provide this important topic the attention it deserves.

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ABBREVIATIONS

C.F.R.	Code of Federal Regulations
CO	contracting officer
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAR	Federal Acquisition Regulation
FMR	Federal Management Regulation
FSI	Foreign Service Institute
GSO	General Services Officer
ITGBL	International Through Government Bill of Lading
LE	locally employed
LM	Office of Logistics Management
OIG	Office of Inspector General
OPE	Office of the Procurement Executive
PAT	post assignment travel
PCS	permanent change-of-station
TO	transportation officer
TSP	transportation service provider

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