

UNCLASSIFIED



Office of Inspector General  
United States Department of State

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ISP-I-26-04

Office of Inspections

February 2026

# Inspection of Embassy Kingston, Jamaica

BUREAU OF WESTERN HEMISPHERE AFFAIRS

UNCLASSIFIED



# HIGHLIGHTS

Office of Inspector General  
United States Department of State

ISP-I-26-04

## What OIG Inspected

OIG inspected the executive direction, policy and program implementation, resource management, and information management operations of Embassy Kingston. The inspection included Consular Agencies in Montego Bay, Jamaica, and George Town, Cayman Islands.

## What OIG Recommends

OIG made 14 recommendations to Embassy Kingston. In its comments on the draft report, the embassy concurred with 13 recommendations and neither agreed nor disagreed with 1 recommendation. OIG considers all 14 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 response is reprinted in its entirety in Appendix B.

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OFFICE OF INSPECTIONS

BUREAU OF WESTERN HEMISPHERE AFFAIRS

Inspection of Embassy Kingston, Jamaica

## What OIG Found

- The Chargé d'Affaires and acting Deputy Chief of Mission generally modeled the Department of State's leadership principles, particularly communication, self-awareness, and valuing and developing people.
- Embassy Kingston's consular crisis preparedness did not meet Department standards. Specifically, the American Liaison Network had only one consular liaison volunteer.
- The embassy's safety, health, and environmental management program did not fully comply with Department standards.
- The embassy's Diplomatic Technology operations had internal control issues with information security, emergency communication, contingency planning, and mobile device and telephone management.

## CONTENTS

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CONTEXT .....	1
EXECUTIVE DIRECTION .....	2
Tone at the Top and Standards of Conduct .....	2
Execution of Foreign Policy Goals and Objectives .....	3
Adherence to Internal Controls.....	3
Security and Emergency Planning.....	3
Equal Employment Opportunity .....	4
Developing and Mentoring Foreign Service Professionals .....	4
POLICY AND PROGRAM IMPLEMENTATION .....	4
Political-Economic Section .....	4
Public Diplomacy .....	5
Consular Operations.....	6
RESOURCE MANAGEMENT .....	8
Human Resources.....	8
General Services.....	9
Facility Management.....	10
INFORMATION MANAGEMENT .....	11
RECOMMENDATIONS .....	15
PRINCIPAL OFFICIALS .....	19
APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY.....	20
APPENDIX B: MANAGEMENT RESPONSE .....	21
ABBREVIATIONS .....	31

## CONTEXT

Jamaica is an island nation in the Caribbean Sea located approximately 90 miles south of Cuba. It was a colony of the United Kingdom until 1962. Jamaica is a constitutional democracy with a prime minister and bicameral parliament. The economy relies mainly on agricultural exports



**Figure 1:** Map of Jamaica (Source: CIA World Factbook, as of September 2025).

and tourism. The United States bilateral relationship with Jamaica is based on strong economic and people-to-people ties and shared security interests.

The United States is Jamaica's largest trading partner, with trade between them exceeding \$3 billion in 2023. Through the Caribbean Basin Initiative,<sup>1</sup> Jamaican

companies can export more than 5,800 products to the U.S. without tariffs. Additionally, the two countries have treaties for investment and double taxation,<sup>2</sup> which further strengthen their economic ties. Over 100 U.S. firms have offices in Jamaica, and many other U.S. companies sell their products through local distributors. Moreover, about 3 million American tourists visit Jamaica each year, while hundreds of thousands of Jamaicans travel to the U.S. annually. The large Jamaican American community also plays a significant role, sending over \$2 billion in remittances to Jamaica every year.

According to the Department of State's (Department) biennial ranking,<sup>3</sup> Embassy Kingston is considered a category 3 embassy. Specifically, the Department describes a category 3 embassy as a "medium-sized mission in a country with which the United States has an active bilateral relationship." Other U.S. government agencies present in Jamaica included the Departments of Defense, Justice, Agriculture, Homeland Security, and Health and Human Services; the Peace Corps; the U.S. Postal Service; and the U.S. Agency for International Development (USAID).<sup>4</sup> Embassy Kingston also manages consular agencies in Montego Bay, Jamaica and George Town, Cayman Islands.

<sup>1</sup> The Caribbean Basin Initiative is a collection of trade programs intended to facilitate the development of stable Caribbean Basin economies by providing beneficiary countries with duty-free access to the U.S. market for most goods. The initiative was launched in 1983 through the Caribbean Basin Economic Recovery Act and expanded in 2000 by the U.S.-Caribbean Basin Trade Partnership Act and again in the Trade Act of 2002.

<sup>2</sup> Jamaica signed a bilateral Income Tax Convention with the United States in 1981, which seeks to avoid double taxation while preventing income tax evasion.

<sup>3</sup> The Department's rankings of its overseas posts are based on the "level and type of work required to achieve our bilateral and multilateral core diplomatic mission." Overseas posts are ranked on a scale from 1 to 5+.

<sup>4</sup> In July 2025, USAID ceased operations, and the Department assumed responsibility for select foreign assistance programs and activities formerly administered by USAID.

The Office of Inspector General (OIG) evaluated Embassy Kingston's policy implementation, resource management, and management controls consistent with Section 209 of the Foreign Service Act of 1980.<sup>5</sup> A related classified inspection report discusses the mission's security program, issues affecting the safety of mission personnel and facilities, and Sensitive But Unclassified findings related to the embassy's information management program.

On January 21, 2025, the Secretary issued guidance to the Department on the Administration's priorities.<sup>6</sup> The Department subsequently disseminated initial guidance on foreign assistance, public diplomacy, consular operations, personnel evaluation, planning and policy documents, and other Department activities. At the time of this inspection, the Department was developing detailed implementation guidance of these and other policy initiatives. Therefore, OIG did not assess the embassy's implementation of the new guidance as part of this inspection.

## **EXECUTIVE DIRECTION**

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OIG assessed Embassy Kingston's leadership based on interviews, staff questionnaires, OIG's review of documents, and observations of meetings and activities during the on-site portion of this inspection.

### **Tone at the Top and Standards of Conduct**

At the time of this inspection, the Deputy Chief of Mission (DCM) was serving as the Chargé d'Affaires (Chargé), following the departure of the previous Ambassador in January 2025. She arrived at the embassy in August 2022, after previously serving as the Director of Regional and Multilateral Affairs in the Bureau of Near Eastern Affairs. At the time of this inspection, the Consul General was acting DCM.

OIG found that the Chargé and acting DCM generally led the embassy consistent with the Department's leadership and management principles in 3 Foreign Affairs Manual (FAM) 1214b, particularly communication, self-awareness, and valuing and developing people. In OIG questionnaire responses and interviews, Department and interagency section heads commented that the Chargé and acting DCM were accessible and engaged with every section and demonstrated familiarity with section staff and ongoing work and projects. Additionally, the Chargé was praised for her interagency collaboration. Embassy staff described the Front Office as inclusive, collegial, and open to differing views. The Chargé participated in awards ceremonies and community events, many of which she hosted, and participated in quarterly locally employed staff committee meetings. OIG determined the Front Office addressed embassy-wide performance and morale issues in a timely manner through town hall, Country Team, group, and one-on-one meetings. However, the staff told OIG that at times the Chargé's communication style appeared blunt and short-tempered. The Chargé acknowledged this and noted that she had worked with a coach to address her communication style.

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<sup>5</sup> See Appendix A for additional details.

<sup>6</sup> Cable 25 STATE 5156, "New Administration Priorities," January 21, 2025.

## **Execution of Foreign Policy Goals and Objectives**

OIG determined the Chargé provided appropriate oversight of the embassy's strategic activities as defined in 2 FAM 113.1b. The Chargé advocated for U.S. national interests and bilateral priorities, such as the Multinational Security Support mission to Haiti,<sup>7</sup> through relationships with senior Jamaican government and military officials, the diplomatic corps, business leaders, members of civil society, and the media. Through a review of the Chargé's calendar, OIG determined she had frequent internal and external meetings, representational events, and outreach to U.S. citizens. Department counterparts praised the Chargé in her advancement of Administration and Department priorities. Additionally, under the Chargé's direction and participation in the Law Enforcement Working Group, the embassy provided capacity building support to the Ministry of National Security, the Defense Force, and the Major Organized Crime & Anti-Corruption Agency, strengthening Jamaica's security sector.

## **Adherence to Internal Controls**

The former Ambassador completed the FY 2024 Annual Chief of Mission Management Control Statement of Assurance, in accordance with Department guidance in 2 FAM 022.7, 2 FAM 024d, and cable 23 STATE 560. The Chargé (then serving as DCM) received detailed briefings on the content of the Statement of Assurance and identified potential weaknesses and ways to strengthen management controls.

The Chargé and acting DCM reported that the new Management Counselor had identified deficiencies in inventory, motor pool operations, warehouse operations, contracting, and procurement. The Management Section developed a corrective action plan to address material weaknesses, and, at the time of this inspection, staff were in the process of taking corrective action.

## **Security and Emergency Planning**

OIG found the Chargé supported Embassy Kingston's security program consistent with 12 Foreign Affairs Handbook (FAH)-1H-762a, requiring the chief of mission to take responsibility for the security of the embassy and its personnel. OIG verified the embassy's emergency action plan (EAP) was up to date.

The acting DCM, with the support of the Regional Security Officer and the embassy's Emergency Action Committee, undertook a review of the EAP following Hurricane Beryl, a Category 4 storm that struck Jamaica in July 2024. She convened a Hurricane Plan Working Group to integrate lessons-learned into the EAP. The embassy also conducted a hurricane crisis management exercise in August 2024 to test the updated EAP. Additionally, the Chargé met several times a year with officials from schools attended by U.S. dependents to address security and emergency preparedness.

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<sup>7</sup> Authorized by the United Nations Security Council in October 2023, the Multinational Security Support mission to Haiti addresses insecurity and creates the necessary security conditions for long-term stability and growth. The support mission provides operational, static, and training support to the Haitian National Police.

## **Equal Employment Opportunity**

OIG determined Embassy Kingston's Equal Employment Opportunity program complied with Department standards in 2 FAM 1511. Equal Employment Opportunity notices with contact information for Equal Employment Opportunity counselors were displayed in the embassy's public areas. Additionally, the Management Section regularly released notices on prohibited conduct including discrimination, harassment, sexual assault, and bullying.

## **Developing and Mentoring Foreign Service Professionals**

OIG found Embassy Kingston had a First- and Second-Tour (FAST) program, as required in 3 FAM 2713b. The Chargé and acting DCM met with FAST personnel monthly to discuss policy issues, embassy priorities, and professional development. The embassy sent a delegation of FAST personnel to a regional conference in Guatemala City in 2024. The Chargé and acting DCM also organized a mentorship program matching FAST personnel with mid- and senior-level officers in the embassy. FAST personnel told OIG they appreciated the Chargé's and acting DCM's mentoring and career advice.

## **POLICY AND PROGRAM IMPLEMENTATION**

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OIG assessed Embassy Kingston policy and program implementation carried out by the Political-Economic and Public Diplomacy sections and evaluated U.S. citizen and visa services provided by the Consular Section. OIG found the embassy generally met Department requirements for policy and program implementation. However, OIG made three recommendations to address issues with consular operations, as discussed in the Consular Operations section below.

### **Political-Economic Section**

OIG reviewed the Political-Economic Section's leadership and management, policy implementation, reporting, advocacy, Leahy vetting,<sup>8</sup> interagency cooperation, and commercial promotion. Based on a review of documents and reporting, as well as interviews with Department and interagency officials and observation of embassy meetings, OIG determined the section advanced U.S. priorities including Jamaican participation in the United Nations Security Council-approved Multinational Security Support mission in Haiti, the countering of transnational criminal organizations, and increased U.S. trade and investment in Jamaica.

Additionally, to assess the section's reporting, OIG reviewed 89 embassy cables from June 2024 through April 2025, and found the reporting to be timely, relevant, and appropriately sourced. The section reported extensively on Jamaica's pending 2025 general election, crime and violence in the country, and commercial opportunities in energy and telecommunications. Washington end-users told OIG that embassy reporting was of good quality and responsive to

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<sup>8</sup> The Leahy Amendment to the Foreign Assistance Act of 1961 prohibits the Department from furnishing assistance to foreign security forces if the Department receives credible information that such forces have committed gross violations of human rights. See 22 U.S. Code 2378d.

policy, particularly on China's influence in the Caribbean, irregular migration, and Jamaica's role in the Multinational Security Support mission in Haiti. Overall, OIG determined the Political-Economic Section generally complied with Department standards.

## **Public Diplomacy**

OIG reviewed the Public Diplomacy Section's leadership, strategic planning, reporting, resource management, knowledge management, American Spaces, federal assistance awards, education and cultural programs, and media engagement. OIG determined the section supported U.S. priorities, and public diplomacy efforts were integrated throughout the embassy. Public diplomacy outreach included programs to train women entrepreneurs, foster entrepreneurship among young people through science, technology, engineering, and mathematics, provide experiential learning, promote cultural preservation, and improve journalism standards.

During this inspection, Embassy Kingston corrected three deficiencies identified by OIG. Specifically, the embassy:

- Closed out 10 of 25 expired grants, with 15 grants pending de-obligation with the Financial Management Office or awaiting the grantee's return of funds (Federal Assistance Directive (FAD), October 2021, Chapter 5).
- Took initial action to close the last of four grants that did not have an intrinsic public diplomacy objective (FAD, October 2021, Chapter 1, Section D.2.d, and Cable 15 STATE 22046, "Message from Undersecretary Stengel Regarding New Grants Policies for Public Diplomacy Officers," March 3, 2015).
- Drafted a social media strategy to advance strategic objectives (10 FAH-1 H-063-1).

OIG found the embassy's public diplomacy activities generally met Department standards and guidance, except as discussed below.

### ***Federal Assistance Award Files Missing Documentation***

OIG reviewed 20 grant and cooperative agreement files with a total value of \$607,886 and found that funds were used for their intended purpose.<sup>9</sup> However, OIG determined that all 20 files lacked documentation of one or more of the following: a risk assessment and monitoring plan, provision on the prohibition on funding activities that encourage mass-migration caravans towards the U.S. southwest border, grantee reporting, monitoring, and final evaluation for closeout. The FAD requires that federal assistance award files include a risk assessment and monitoring plan, Department-mandated award provisions, recipient reporting, monitoring activity and a final evaluation for closeout, which are necessary to ensure proper use of award funds.<sup>10</sup> During this inspection, the section updated 15 of the 20 grants files with the missing

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<sup>9</sup> OIG reviewed a selection of 20 grants out of a universe of 68 grants totaling \$1,005,687, with a performance period start date from May 16, 2022, to October 1, 2024. Grant amounts ranged from \$17,325 to \$60,000.

<sup>10</sup> The FAD establishes internal guidance, policies, and procedures for all domestic and overseas grant-making bureaus, offices, and posts administering federal financial assistance and is updated annually. Grants reviewed by

documentation and were working on updating the remaining 5 files. Based on the actions taken by the embassy, OIG did not make a recommendation to address this issue.

## **Consular Operations**

OIG reviewed Embassy Kingston's consular operations, including U.S. citizen services, crisis preparedness, management controls, visa services and processing, fraud prevention programs, and the Consular Agencies in the Cayman Islands and Montego Bay, Jamaica. In FY 2024, Embassy Kingston issued approximately 190,000 nonimmigrant visas, a 45 percent increase over FY 2019. The immigrant visa unit had a similar rate of growth. At the time of this inspection, the section had no backlogs of either immigrant or nonimmigrant visa applicants.

During this inspection, Embassy Kingston corrected three deficiencies identified by OIG. Specifically, the embassy:

- Updated procedures for deleting duplicate nonimmigrant visa cases in the automated visa processing system (9 FAM 403.2-7(C)).
- Updated lists of doctors, hospitals, and attorneys in Kingston, Montego Bay, and the Cayman Islands (7 FAM 311.1(4)).
- Initiated reviews of the Immigrant Visa Chief's refusals (9 FAM 504.11-3(A)(2)).

Except for the issues discussed below, OIG found Embassy Kingston's consular programs generally complied with guidance in 7 FAM, 7 FAH-1, 8 FAM, 9 FAM, applicable statutes, and other Department policies.

### ***Consular Crisis Preparedness Did Not Meet Department Standards***

Although Department reports indicated the Consular Section effectively responded when Hurricane Beryl struck Jamaica in July 2024, OIG found deficiencies in consular crisis preparedness. The American Liaison Network had only one citizen liaison volunteer.<sup>11</sup> Guidance in 7 FAM 071 and 7 FAM 073 establishes the role of the American Liaison Network and its role in crisis response. Consular personnel were also not cross-trained in providing emergency American Citizen Services, were unaware of their role in a crisis, or were unfamiliar with the section's disaster assistance kits as required in 7 FAM 1812.3-2b and 1814.3-1. The acting Consular Section Chief told OIG that the section had been working to improve routine consular services and had not focused on consular crisis preparedness. Failure to properly prepare for a crisis could put U.S. citizens and consular staff at risk during an emergency.

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OIG were subject to FAD Version 8.3 that applies to awards issued before October 1, 2024, and FAD Version 9.2 that applies to awards issued on or after October 1, 2024.

<sup>11</sup> An American Liaison Network is a country-based network of volunteers composed of representatives from key U.S. citizen constituencies, including faith groups, business communities, retirees, and students. The volunteers, known as Citizen Liaison Volunteers, are private U.S. citizens who assist consular sections in several ways, including emergency assistance to U.S. citizens, disseminating information, identifying local resources to assist U.S. citizens, and maintaining local contacts who might be of use to consular operations.

**Recommendation 1:** Embassy Kingston should bring its consular crisis preparedness program into compliance with Department standards. (Action: Embassy Kingston)

***Montego Bay Consular Agency Had Insufficient Standard Operating Procedures***

OIG found that the Consular Agency in Montego Bay lacked sufficient standard operating procedures (SOP) for the execution of consular services. The requirements in 7 FAH-1 H-264a specify that consular services worldwide must be provided according to procedures that are uniform, consistent, and reflective of the Consular Affairs Management Framework, and that local procedures must be consistent, transparent, and fully documented. Montego Bay consular staff did not create SOPs outlining the consular services offered at the Agency. The Consular Agent told OIG that she had not considered this to be a priority. Given that there is only one Consular Agent performing these tasks, the absence of SOPs can lead to the loss of institutional knowledge and inefficiencies in recreating procedures for local consular operations.

**Recommendation 2:** Embassy Kingston should create standard operating procedures for Consular Agency Montego Bay that outline the specific steps taken in the execution of consular services. (Action: Embassy Kingston)

***Consular Agency Answered Phone Calls While Conducting Public Services***

OIG found that the staff at Consular Agency Montego Bay regularly interrupted their consular interviews to respond to telephone inquiries, contrary to 7 FAH-1 H-443.1 guidance. The Consular Agent told OIG that she had not explored alternatives to leaving the interview window to answer the phone, and that many callers were seeking appointments at the agency. Incoming telephone calls distract staff and consular customers, and persistent interruptions detract from providing satisfactory service and can disrupt consular operations and delivery of consular services.

**Recommendation 3:** Embassy Kingston should identify an alternative to answering the phone while conducting consular services at Consular Agency Montego Bay. (Action: Embassy Kingston)

***Nonimmigrant Visa Referral Processing Did Not Adhere to Department Standards***

OIG found that consular managers failed to clarify how responsibility for the nonimmigrant visa referral program would be delegated during the absences of the Consul General and Deputy Consul General. Given that the Consul General was serving indefinitely as acting DCM, and the Deputy Consul General had been called to Washington to serve as a senior advisor, the lack of clarity on whether the Acting Consul General or the Acting Deputy Consul General should assume this responsibility had a prolonged impact on referral processing. Resulting deficiencies included the failure of the adjudicating officer to record in the case notes that they were acting in the capacity of the Consular Section chief as required in 9 FAM 601.8-3(D). Additionally, the adjudication reviews of referral cases were not completed, as required in 9 FAM 403.12-1. The Consular Section updated the referral policy during this inspection and clarified roles and responsibilities for the visa referral program. Additionally, consular managers began to perform

the required adjudication reviews. Based on the actions taken by the embassy, OIG did not make a recommendation to address this issue.

## RESOURCE MANAGEMENT

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OIG reviewed Embassy Kingston's operations and internal controls in human resources, financial management, general services, facility management, and general management including the employee association, Health Unit, and Community Liaison Office. During this inspection, the mission corrected four internal control issues OIG identified.

Specifically, the embassy:

- Updated fire extinguisher and smoke detector policies (15 FAM 843a, 15 FAM 842a-c).
- Began reporting workplace mishaps to the Post Occupational Safety and Health Officer (POSHO) (16 FAM 133.2).
- Added the responsibilities of Management Control Coordinator to the Management Officer's work requirements (2 FAM 022.8a).
- Corrected permissions in the time and attendance system for employees who had access both as systems administrators and timekeepers (Post Access Security Controls Guidance for WinT&A, Section 6).<sup>12</sup>

OIG found the embassy generally implemented processes and procedures in accordance with applicable laws and Department guidance, except as described below.

### Human Resources

#### ***Local Compensation Plan Did Not Exempt U.S. Citizen Local Staff From Mandatory Retirement***

OIG found the embassy's local compensation plan (LCP) did not exempt U.S. citizen local staff from mandatory retirement, as required by 3 FAM 7732.5-1(c).<sup>13</sup> The LCP set the mandatory retirement age for all employees, to include U.S. citizens at 65 years of age. Management Section staff told OIG the mandatory retirement age contained in the LCP was based on the age at which the local pension plan began payments and were unaware U.S. citizen local hires should be exempt. Mandatorily retiring U.S. citizen local hires could create liability for the embassy as it is contrary to U.S. law.

**Recommendation 4:** Embassy Kingston should update its local compensation plan to exempt U.S. citizens from mandatory retirement in accordance with Department standards. (Action: Embassy Kingston)

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<sup>12</sup> Post Access Security Controls Guidance for WinT&A: Bureau of the Comptroller and Global Financial Services, Global Financial Management Systems, January 22, 2019.

<sup>13</sup> A local compensation plan forms the legal basis for all salary, bonus, and other payments to locally employed staff members under guidelines in 3 FAM 7521.

## General Services

### ***Embassy Did Not Comply With Driver Duty Shift Limits***

OIG reviewed time and attendance records for three pay periods from May 2024 to January 2025<sup>14</sup> for all 20 of the embassy's drivers and found 13 drivers exceeded the 10-hour duty limit on driving shifts on 53 occasions contrary to 14 FAM 433.8a. Management staff told OIG this was due in part to the prior ambassador's extensive in-country travel. Failure to enforce driver duty limits increases the risk of injury to drivers, passengers, and the public, as well as damage to U.S. government property.

**Recommendation 5:** Embassy Kingston should enforce driver duty limits for all embassy drivers in accordance with Department standards. (Action: Embassy Kingston)

### ***Embassy Did Not Manage Property in Accordance With Department Standards***

OIG found the embassy did not manage its property in accordance with Department standards. Specifically, the embassy did not maintain proper separation of duties for property management. The non-expendables property clerk handled loanable property and disposals, maintained property transaction records, and performed the annual inventory. According to 14 FAH-1 H-112.2j, property-related duties, including receiving, record keeping, and inventory, are to be separated whenever possible. If separation of duties is not possible, 14 FAH-1 H-112.2j requires the accountable property officer to conduct a semiannual management review. OIG found no evidence that the embassy undertook a semiannual management review. Management Section staff told OIG these issues occurred because of limited staffing. Failure to manage property in accordance with Department standards increases the risk of theft and mismanagement.

**Recommendation 6:** Embassy Kingston should manage its property in accordance with Department standards. (Action: Embassy Kingston)

### ***Forklift Operators Lacked Required Training***

OIG found the embassy's six warehouse staff lacked required training to operate and maintain powered industrial trucks, such as forklifts. The embassy provided OIG with training certificates for the warehouse staff, but none were current. In accordance with 14 FAH-1 H-313.4a(1)-(2), forklift operators must receive training in operating, maintaining, and storing forklifts or other powered industrial trucks and must take refresher training at least every 3 years. Management staff told OIG the forklift at the main warehouse had been non-operational until December 2024, but the forklift at a second warehouse was in use. Prior to this inspection, the embassy identified the need for staff training and scheduled training for completion by the third quarter of FY 2025. Failure to ensure proper employee training creates a potential workplace safety hazard.

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<sup>14</sup> OIG reviewed time and attendance records for embassy drivers for pay periods 9 and 18 in FY 2024 and pay period 1 in FY 2025.

**Recommendation 7:** Embassy Kingston should comply with Department training standards for the use of powered industrial trucks, such as forklifts. (Action: Embassy Kingston)

## Facility Management

### ***Embassy Safety, Health, and Environmental Management Program Did Not Fully Comply With Department Standards***

OIG found the embassy's safety, health, and environmental management program did not fully comply with Department standards. Specifically, OIG found:

- The embassy did not perform annual inspections of all office work areas and semiannual inspections of high-risk work areas and operations (15 FAM 962a).<sup>15</sup>
- The POSHO or Assistant POSHO did not provide required workplace safety and occupational health training to supervisors and employees within 30 days of their arrival (15 FAM 965e and g, and 15 FAM 965h).
- The POSHO did not maintain safety and health records for the appropriate periods (15 FAM 966).
- The embassy lacked a confined-space program that recognized, evaluated, and controlled hazards associated with confined space entries (cable 03 STATE 164239<sup>16</sup> and the Bureau of Overseas Buildings Operations Confined Spaces Program Procedures<sup>17</sup>).

Management Section staff told OIG that their workload and competing priorities made it difficult to address these issues. OIG determined these issues accumulated over time because the embassy lacked institutionalized procedures and managerial oversight. Failure to comply with the Department's safety, health, and environmental management standards increases the risk of injury and loss of life.

**Recommendation 8:** Embassy Kingston should bring its safety, health, and environmental management program into compliance with Department standards. (Action: Embassy Kingston)

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<sup>15</sup> According to 15 FAM 962c, "high-risk activity involves the potential for serious injury, illness or fatality, or significant exposure to a physical, chemical, or biological hazard. This includes activities involving, but not limited to, construction, electrical work, work at heights above six feet, confined spaces, trenching or excavating, chemical use, materials storage and handling and maintenance work."

<sup>16</sup> Cable 03 STATE 164239, "Confined Space Program Requirements," June 17, 2003.

<sup>17</sup> Bureau of Overseas Buildings Operations' Office of Safety, Health, and Environmental Management's Confined Space Program Procedures, December 2002.

## INFORMATION MANAGEMENT

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OIG reviewed the embassy's diplomatic technology (DT) operations and services, including classified, OpenNet,<sup>18</sup> and non-enterprise network (NEN) computer operations;<sup>19</sup> physical and environmental protection of information technology resources; classified communications security; emergency communications preparedness; telephone programs; and mail services. OIG determined the embassy's DT operations and services generally complied with Department standards. However, OIG found that the DT staff lacked guidance, mentoring, and oversight because of chronic staffing gaps,<sup>20</sup> which led to multiple deficiencies in information security and emergency communication systems.

### ***Information Systems Security Officers Did Not Perform All Required Duties***

Embassy Kingston's Information Systems Security Officers (ISSO) did not perform all required information systems security duties for classified, OpenNet, and NENs. According to 12 FAM 613.4 and 5 FAH-11 H-116a (1), ISSOs are responsible for implementing the security program for information systems, the minimum requirements for which are detailed in the Bureau of Diplomatic Technology's ISSO checklist.<sup>21</sup> OIG found embassy ISSOs did not perform or document routine duties included in the ISSO checklist and outlined in 12 FAH-10 H-112.1-3 and lacked the classified and unclassified ISSO accounts needed to perform these duties.<sup>22</sup>

OIG issued management assistance reports in May 2017 and December 2020 that highlighted widespread Department failures to perform ISSO duties.<sup>23</sup> Failure to perform the required ISSO responsibilities leaves Department networks vulnerable to potential unauthorized access and malicious activity.

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<sup>18</sup> OpenNet is the Department's Sensitive But Unclassified network.

<sup>19</sup> A NEN is a Department-procured and locally managed computing environment. NENs are used by a specific entity to meet mission requirements that cannot be achieved using an enterprise managed solution.

<sup>20</sup> Although the DT section was fully staffed during this inspection, the role of DT Chief for Customer Engagement, responsible for managing OpenNet and NEN computer operations, was vacant for 3 years, prior to July 2023. Additionally, the DT Chief who assumed the position in 2022, concurrently served as the acting Management Officer through 2024.

<sup>21</sup> The ISSO checklist includes a description of 53 tasks, an explanation of minimum tasks to be performed, and how often they need to be performed.

<sup>22</sup> ISSOs are required to use ISSO accounts to maintain separation of ISSO functions from systems management duties. According to the National Institute of Standards and Technology (NIST), separation of duties includes "ensuring that security personnel who administer access control functions do not also administer audit functions." See NIST Special Publication 800-53, Revision 5, page 36.

<sup>23</sup> OIG, *Management Assistance Report: Non-Performance of Information Systems Security Officer Duties by Overseas Personnel* (ISP-17-24, May 2017); and *Management Assistance Report: Continued Deficiencies in Performance of Information Systems Security Officer Responsibilities at Overseas Posts* (ISP-21-07, December 2020).

**Recommendation 9:** Embassy Kingston should perform all Information Systems Security Officer responsibilities in accordance with Department standards. (Action: Embassy Kingston)

***Embassy's Classified and OpenNet Computer Operations Did Not Meet Department Standards***

The embassy's classified and OpenNet computer operations did not consistently adhere to the Department's standards for protecting information stored and processed on the networks. OIG found that the embassy did not:

- Review access to the embassy's classified and OpenNet embassy-section folders on an annual basis to verify if access was still needed (12 FAH-10 H-112.1-1a-(2) and (3)).
- Maintain classified and OpenNet operational maintenance logs for knowledge sharing and consistent service delivery (5 FAM 867).
- Regularly change passwords for digital copiers, printers, and senders on classified and unclassified networks (12 FAH-6 H-542.5-11(n) and 12 FAH-6 H-541.11(k)).
- Consistently label and organize network cables and devices in telecommunication rooms at the chancery and alternate command center to prevent unauthorized access and facilitate cable management (5 FAH-9 H-353 and 5 FAH-9 H-382).
- Implement application development life cycle procedures for locally developed applications to manage security risks and compliance with Department information management policies (12 FAH-10 H-342.2-1).
- Institute local configuration management protocol to ensure only Department approved hardware and software were used on Department networks (5 FAM 114.6-2a).
- Update and test the embassy's classified and OpenNet contingency plans annually to minimize and mitigate the risk of system and service disruptions (12 FAH-10 H-232.3-1b(1), (2), and (3)).
- Obtain approval for the OpenNet tail circuit at the alternate command center (12 FAH-10 H-312.2-2(2) and cable 21 STATE 74118).

Inadequate management of classified and OpenNet operations can compromise the confidentiality, integrity, and availability of information stored and processed on the networks.

**Recommendation 10:** Embassy Kingston should bring its classified and OpenNet computer operations into compliance with Department standards. (Action: Embassy Kingston)

***Embassy Did Not Secure, Monitor, or Correctly Register Its Non-Enterprise Networks***

The embassy did not secure, monitor, or correctly register its NENs in accordance with 5 FAM 872.1, 5 FAM 872.2, and 12 FAH-10 H-152.1a. OIG found that the embassy's NENs operated with unapproved and outdated network devices and operating systems and lacked firewalls. Additionally, the DT staff were not aware of the number of workstations connected to the NENs. As a result, they did not implement security controls to prevent users from storing personally identifiable information on the network. An April 2023 Bureau of Diplomatic Security

assessment<sup>24</sup> report identified similar deficiencies, but the DT staff had not taken the corrective actions recommended in the report. Not securing and monitoring NENs increases vulnerability to cyber-attacks.

**Recommendation 11:** Embassy Kingston should secure, monitor, and correctly register the embassy's non-enterprise networks in accordance with Department standards. (Action: Embassy Kingston)

***Embassy Lacked Adequate Internal Controls for Mobile Devices***

The embassy did not implement adequate internal controls for its mobile devices. Specifically, the embassy did not:

- Implement separation of duties for staff maintaining mobile device records (receiving, issuing, and disposing) and conducting physical inventory counts (14 FAM 416.2c).
- Establish timelines for users to return non-enterprise mobile devices to allow for necessary updates and patches (12 FAH-10 H-164.2(11)).
- Obtain approval from an accountable property officer before issuing mobile devices, including iPads and tablets beyond the 90-calendar-day limitation (14 FAM 412.4-2c).
- Require users to sign the standard form acknowledging security training (14 FAM 414.3b(3)<sup>25</sup> and 12 FAH-10 H-164.2(1)).
- Distribute a current mobile device policy when issuing devices. OIG found the embassy used an outdated policy from February 24, 2022, instead of its current policy from April 8, 2024. This policy sets the standards, guidelines, and procedures for all Department-issued mobile devices at the embassy (5 FAM 526.1c).

Failure to implement required internal controls for mobile device management increases the risk of compromising Department information and loss of U.S. government property.

**Recommendation 12:** Embassy Kingston should manage mobile devices in accordance with Department standards. (Action: Embassy Kingston)

***Embassy's Emergency Communications Capabilities Lacked Operational Readiness***

The embassy's emergency communications capabilities lacked operational readiness. Specifically:

- The embassy tested the high frequency radio system only on an ad hoc basis, and not weekly (5 FAH-2 H-723).

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<sup>24</sup> Bureau of Diplomatic Security, Cybersecurity Assessment US Embassy Kingston 2023-001.

<sup>25</sup> Department Standard Form 7642 is used to request non-enterprise mobile devices and acknowledge completion of security awareness training.

- The embassy did not implement a monthly test schedule for satellite communication devices, including phones and Broadband Global Area Network portable terminals (5 FAH-2 H-655).
- At the time of this inspection, the two Broadband Global Area Network portable terminals were not fully operational.
- The Emergency Action Committee had not conducted a table-top exercise at the alternate command center (12 FAH-1 H-766.2b).<sup>26</sup>

In the event of a crisis or emergency, the lack of functioning emergency communications capabilities and unfamiliarity with the alternate command center facilities and available communications equipment could hinder communications and operations.

**Recommendation 13:** Embassy Kingston should bring emergency communications capabilities into compliance with Department standards. (Action: Embassy Kingston)

***Embassy Telephone System Did Not Meet Department Standards***

The embassy's telephone system did not meet the Department's telecommunications management standards. Specifically, the embassy failed to:

- Install an alarm to signal improper access to the switch and main distribution frame room which provides service for telephones installed inside a controlled access area (5 FAH-2 H-621.1(7)).
- Configure the call accounting system to identify and seek repayment for unapproved telephone charges (5 FAM 525a).
- Keep maintenance records of the telephone system to ensure accountability and service availability (12 FAH-6 H-651.5-6c).<sup>27</sup>

Not following Department standards may negatively impact the embassy's telephone operations.

**Recommendation 14:** Embassy Kingston should bring its telephone operations into compliance with Department standards. (Action: Embassy Kingston)

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<sup>26</sup> Table-top exercises are discussion-based sessions where participants meet in an informal setting to discuss their roles and responses to an emergency. A facilitator guides participants through a discussion of one or more scenarios. See 12 FAH-1 H-766.2.

<sup>27</sup> According to 5 FAH-2 H-114, call accounting is the process by which call detail records for specific, or groups of, telephone extensions are collected and recorded for billing and traffic monitoring purposes.

## RECOMMENDATIONS

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OIG provided a draft of this report to Department entities for review and comment on the findings and recommendations. OIG issued 14 recommendations to Embassy Kingston. The embassy's complete response can be found in Appendix B.

**Recommendation 1:** Embassy Kingston should bring its consular crisis preparedness program into compliance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston's consular crisis preparedness program complied with Department standards.

**Recommendation 2:** Embassy Kingston should create standard operating procedures for Consular Agency Montego Bay that outline the specific steps taken in the execution of consular services. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston created standard operating procedures for Consular Agency Montego Bay that outline the specific steps taken in the execution of consular services

**Recommendation 3:** Embassy Kingston should identify an alternative to answering the phone while conducting consular services at Consular Agency Montego Bay. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston identified an alternative to answering the phone while conducting consular services at Consular Agency Montego Bay.

**Recommendation 4:** Embassy Kingston should update its local compensation plan to exempt U.S. citizens from mandatory retirement in accordance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston updated its local compensation plan to exempt U.S. citizens from mandatory retirement in accordance with Department standards.

**Recommendation 5:** Embassy Kingston should enforce driver duty limits for all embassy drivers in accordance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston enforced driver duty limits for all embassy drivers in accordance with Department standards.

**Recommendation 6:** Embassy Kingston should manage its property in accordance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston neither agreed nor disagreed with this recommendation. The embassy noted that it had taken corrective actions to ensure compliance with Department property management standards outlined in the Foreign Affairs Manual and the Foreign Affairs Handbook.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston managed its property in accordance with Department standards.

**Recommendation 7:** Embassy Kingston should comply with Department training standards for the use of powered industrial trucks, such as forklifts. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston complied with Department training standards for the use of powered industrial trucks, such as forklifts.

**Recommendation 8:** Embassy Kingston should bring its safety, health, and environmental management program into compliance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston's safety, health, and environmental management program complied with Department standards.

**Recommendation 9:** Embassy Kingston should perform all Information Systems Security Officer responsibilities in accordance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston performed all Information Systems Security Officer responsibilities in accordance with Department standards.

**Recommendation 10:** Embassy Kingston should bring its classified and OpenNet computer operations into compliance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston's classified and OpenNet computer operations complied with Department standards.

**Recommendation 11:** Embassy Kingston should secure, monitor, and correctly register the embassy's non-enterprise networks in accordance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston secured, monitored, and correctly registered the embassy's non-enterprise networks in accordance with Department standards.

**Recommendation 12:** Embassy Kingston should manage mobile devices in accordance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston managed mobile devices in accordance with Department standards.

**Recommendation 13:** Embassy Kingston should bring emergency communications capabilities into compliance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston's emergency communications capabilities complied with Department standards

**Recommendation 14:** Embassy Kingston should bring its telephone operations into compliance with Department standards. (Action: Embassy Kingston)

**Management Response:** In its January 6, 2026, response, Embassy Kingston concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Kingston's telephone operations complied with Department standards.

## PRINCIPAL OFFICIALS

Agency/Section/Title	Name	Arrival Date
<b>Chiefs of Mission:</b>		
Chargé d’Affaires ad interim	Amy Tachco <sup>a</sup>	8/2022
Acting Deputy Chief of Mission	Ann Marie Chiappetta <sup>b</sup>	7/2023
<b>Chiefs of Sections:</b>		
Consular	Ellen Colleran <sup>c</sup>	9/2024
Political / Economic	Nicole Weber	8/2023
Management	Kevin Nelson	8/2024
Public Diplomacy	Michael Lavallee	11/2023
Regional Security	Isaiah Roland	5/2023
President’s Emergency Plan for AIDS Relief	Angi Pendergrass	2/2024
International Narcotics and Law Enforcement Affairs	Robert Cavese	8/2024
<b>Other Agency Representatives:</b>		
Department of Defense	Lt. Col. Luis Preciado	8/2022
U.S. Marshall Service	Andrew Haggerty	5/2022
U.S. Agency for International Development	Jaidev Singh	7/2023
Centers for Disease Control	Paul Young	8/2024
Bureau of Alcohol, Tobacco, Firearms and Explosives	Nathan Honaker	11/2024
Customs and Border Protection	Charlene McFarlane	5/2023
Drug Enforcement Administration	Rochelle Burnett	10/2024
Immigration and Customs Enforcement-Homeland Security Investigations	Edgar Martinez	12/2023
Immigration and Customs Enforcement-Enforcement and Removal Operations	Gregory Styles	10/2020
Peace Corps	Tammy Palmer	7/2024

<sup>a</sup> Amy Tachco became Chargé d’Affaires on January 20, 2025. From August 2022 through January 20, 2025, she served as Deputy Chief of Mission at Embassy Kingston.

<sup>b</sup> At the time of this inspection, Ann Marie Chiappetta was serving as the acting Deputy Chief of Mission.

<sup>c</sup> At the time of this inspection, Ellen Colleran was serving as the acting Consul General.

**Source:** OIG generated from data provided by Embassy Kingston.

## APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

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This inspection was conducted from March 17 to August 8, 2025,<sup>1</sup> in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2020 by the Council of the Inspectors General on Integrity and Efficiency, and the Inspections Handbook, as issued by the Office of Inspector General (OIG) for the Department and the U.S. Agency for Global Media (USAGM).

### Objectives and Scope

The Office of Inspections provides the Secretary of State, the Chief Executive Officer of USAGM, and Congress with systematic and independent evaluations of the operations of the Department and USAGM. 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 and U.S. interests are 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; and whether instances of fraud, waste, or abuse exist and whether adequate steps for detection, correction, and prevention have been taken.

### Methodology

OIG used a risk-based approach to prepare for this inspection. OIG conducted portions of this inspection remotely and relied on audio- and video-conferencing tools in addition to in-person interviews with Department and other personnel. Additionally, embassy staff conducted video walkthroughs so OIG could see embassy facilities relevant to this inspection. OIG also reviewed pertinent records; circulated surveys and compiled the results; and discussed the substance of this report and its findings and recommendations with offices, individuals, and organizations affected by this inspection. OIG used professional judgment and analyzed physical, documentary, and testimonial evidence to develop its findings, conclusions, and actionable recommendations.

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<sup>1</sup> The issuance of this report was delayed due to the lapse in appropriations, which began October 1, 2025, and ended November 12, 2025.

## APPENDIX B: MANAGEMENT RESPONSE

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*Embassy of the United States of America  
Kingston, Jamaica*

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THRU: Bureau of Western Hemisphere Affairs – Michael Kozak, Senior Bureau Official

TO: OIG – Lisa Rodely, Acting Assistant Inspector General for Inspections

FROM: Embassy Kingston – Ann Marie Chiappetta, Acting Deputy Chief of Mission

SUBJECT: Response to Draft OIG Report – Inspection of Embassy Kingston, Jamaica

Embassy Kingston has reviewed the draft OIG inspection report. We provide the following comments in response to the recommendations provided by OIG:

**Recommendation 1:** *Embassy Kingston should bring its consular crisis preparedness program into compliance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the recommendation that it should bring its consular crisis preparedness program into compliance with Department standards, particularly regarding cross-training consular section personnel on roles in the event of an emergency and recruitment of ALNs. Embassy Kingston is actively addressing crisis preparedness with efforts including but not limited to an ACS Crisis Preparedness Town Hall in May 2025 in Kingston, section-wide crisis management training on roles during a crisis, personal preparation, satellite phone and other remote technology use, location and contents of disaster kits and their use, emergency passport crossing training (July 2025), an ACS personnel tour and review of alternate workspace (August 2025), in-person and remote sessions to review roles and responsibilities during crisis, participation in an embassy-wide

management exercise, an earthquake scenario, (September 2025), and a pre-Hurricane Melissa refresher on CACMS (October 2025). During the October 2025 Category 5 Hurricane Melissa, we witnessed the benefits of these efforts in our successful response including successfully transitioning consular staff to working in shifts at the Embassy and the alternate workspace in support of U.S. citizens.

Additionally, consular portions of the EAP have been updated.

Embassy Kingston continues to recruit ALN volunteers during town halls, our regular consular outreach, and via contact with ACS customers.

**Recommendation 2:** Embassy Kingston should create standard operating procedures for Consular Agency Montego Bay that outline the specific steps taken in the execution of consular services. (Action: Embassy Kingston)

Embassy Kingston concurs with the OIG recommendation that it should create standard operating procedures for Consular Agency Montego Bay that outline the specific steps taken in the execution of consular services.

Embassy Kingston has taken corrective action to address this issue. Montego Bay now has SOPs for notarial services, eCRBA intake, assisting SSA, emergency passport requests, arrests and prisoners, and a general Montego Bay Consular Agency SOP. Montego Bay also has access to SOPs from Kingston on other consular processes.

**Recommendation 3:** Embassy Kingston should identify an alternative to answering the phone while conducting consular services at Consular Agency Montego Bay. (Action: Embassy Kingston)

Embassy Kingston concurs with the OIG recommendation to identify an alternative to answering the phone while conducting consular services at Consular Agency Montego Bay. It has taken corrective action to address this issue. The Consular Agency now schedules appointments online and manages them via Salesforce. Its auto phone response also notes this change and how to make an appointment online. Further MobayACS@state.gov has a more fulsome auto reply covering routine and emergency services.

**Recommendation 4:** *Embassy Kingston should update its local compensation plan to exempt U.S. citizens from mandatory retirement in accordance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the recommendation to ensure compliance with Department of State standards regarding the exemption of U.S. citizens from mandatory retirement under a mission's Mandatory Retirement Plan. The following language was added to the post's Local Compensation Plan: "SECTION 13: SEPARATION FOR AGE PLAN: An employee reaches the mandatory retirement age established by the Mission for his or her category of employment (65 years of age for men and 60 years for women who were enrolled in the local superannuation plan prior to or on January 1, 2001. For women enrolled in the superannuation plan after January 1, 2001, the mandatory retirement age is 65 years). There is no mandatory retirement age for U.S. citizen LE Staff."

This language is derived from the requirements outlined in 3 FAM 7732.5-1, which states that U.S. citizen LE Staff are exempt from mandatory retirement under the mission's Mandatory Retirement Plan, even if local law mandates a retirement age. Post has submitted the draft language to PERT/OE and is awaiting approval as of the submission of this response.

**Recommendation 5:** *Embassy Kingston should enforce driver duty limits for all embassy drivers in accordance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the OIG recommendation to enforce driver duty limits for all embassy drivers in accordance with Department standards. Following the inspection, the General Services Office (GSO) implemented new procedures for driver scheduling to ensure compliance with the 10-hour duty limit rule, as outlined in 14 FAM 433.8.

Since the OIG inspection, Embassy Kingston has adhered to these standards, with only three instances of drivers exceeding the 10-hour rule. These exceptions occurred during the U.S. Government's response to Category 5 Hurricane Melissa, which constituted exceptional circumstances as defined in 14 FAM 433.8(b). The policy allows for duty limits to be exceeded in exceptional circumstances, such as unanticipated security requirements, with proper approval.

The GSO continues to monitor driver schedules and enforce the 10-hour rule, while making necessary adjustments to staffing and planning to prevent fatigue-related risks. The embassy will also ensure that any future exceptions to the duty limits are documented and approved in accordance with Department policy.

**Recommendation 6:** *Embassy Kingston should manage its property in accordance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston has taken corrective actions to ensure compliance with Department of State property management standards as outlined in the Foreign Affairs Manual (FAM) and Foreign Affairs Handbook (FAH). Specifically, the embassy has implemented measures to ensure that property-related duties, including receiving, record-keeping, inventory, and disposal, are separated to the extent possible. This aligns with the guidance provided in 14 FAH-1 H-112.

Embassy Kingston has conducted the annual physical inventory of all accountable property in accordance with 14 FAM 416.1 and 14 FAM 416.2. The inventory process was completed using the Integrated Logistics Management System (ILMS) and included reconciliation of discrepancies, as required. The annual inventory was submitted to the Property Management Division (A/LM/PMP/PM) by the March 15 deadline. For FY 2026, the post's Nonexpendable Shortage was \$16,744 (0.22%), a significant improvement from FY 2024's shortage of \$89,568 (1.16%). The FY 2026 Expendables Shortage was \$712 (0.11%), also a substantial improvement from FY 2024's shortage of \$836,748 (62.62%).

**Recommendation 7:** *Embassy Kingston should comply with Department training standards for the use of powered industrial trucks, such as forklifts. (Action: Embassy Kingston)*

Embassy Kingston concurs with the OIG recommendation to comply with Department training standards for the use of powered industrial trucks, such as forklifts. In accordance with Department policy and safety requirements, all relevant staff completed comprehensive training during two sessions held in August 2025.

To document compliance, Embassy Kingston provided, by email, copies of the training certificates to the OIG inspection team on Tuesday, September 30, 2025. The embassy will continue to ensure that all staff operating powered industrial trucks receive required training and maintain current certification, in line with Department standards.

**Recommendation 8:** *Embassy Kingston should bring its safety, health, and environmental management program into compliance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the OIG recommendation to bring its safety, health, and environmental management program into compliance with Department standards. Embassy Kingston has taken corrective actions to address the deficiencies identified by OIG regarding its safety, health, and environmental management program. The embassy has implemented measures to ensure compliance with Department standards as outlined in the Foreign Affairs Manual (FAM) and Foreign Affairs Handbook (FAH).

The embassy has instituted procedures to ensure that all low-risk workplaces are inspected annually, and high-risk work areas are inspected semiannually, in accordance with 15 FAM 962. Current POSHO certifications are 95% for all residential properties and 73% non-residential properties.

Although this training program is not currently in place, the Post Occupational Safety and Health Officer (POSHO) and Assistant POSHO have begun plans to institute required workplace safety and occupational health training to incoming supervisors and employees within 30 days of their arrival, as mandated by 15 FAM 965e.

The POSHO has implemented a record-keeping system to maintain safety and health records for the appropriate periods, as required by 15 FAM 966. This includes electronic documentation of inspections, certifications, and training records.

The embassy has not yet developed a confined-space program but listed it as a priority for 2026 at the December 9, 2025, semi-annual SHEM meeting.

To address the lack of institutionalized procedures and managerial oversight noted by OIG, the embassy has published specific procedures, requirements, and responsibilities for implementing the requirements of 15 FAM 900. These procedures will be reissued whenever there is a change in the POSHO or administrator, ensuring continuity and compliance.

**Recommendation 9:** *Embassy Kingston should perform all Information Systems Security Officer responsibilities in accordance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the OIG recommendation to ensure that all Information Systems Security Officer (ISSO) responsibilities are performed in accordance with Department standards.

Russ Scribner is currently serving as the ISSO for the OpenNet system and Demetrius Dease is currently serving as the ISSO for the ClassNet system. Embassy Kingston is actively addressing all issues related to ISSO responsibilities, including cybersecurity issues and compliance with Department standards, conducting in-briefings for new arrivals to ensure awareness of security protocols, managing spillage incidents, ensuring proper remediation, user account maintenance and standardization, maintenance of Standard Operating Procedures, systems upgrades and patch management compliance.

Embassy Kingston has recently completed several key projects to enhance the security and functionality of its systems, including upgrading the ClassNet system to Office 365, migrating to Intune for phone management, and implementing software upgrades for encryptors.

These projects demonstrate the Embassy's commitment to maintaining secure and up-to-date systems, in line with the ISSO's responsibility to oversee system upgrades and ensure compliance with security guidelines, as noted in 5 FAM 1064.2.

**Recommendation 10:** *Embassy Kingston should bring its classified and OpenNet computer operations into compliance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the OIG recommendation to bring its classified and OpenNet computer operations into compliance with Department standards. The Embassy has outlined specific actions still required to address the issues raised during the OIG inspection. Embassy Kingston will implement a policy to review access to classified and OpenNet embassy-section folders annually, verifying whether access is still required. This includes reviewing folders for departed personnel and sending a list to each section for review every January, in accordance with 12 FAH-10 H-112.1a(2) and (3).

To maintain consistent service delivery and knowledge sharing, the Embassy will create a maintenance log on the DT shared drive, allowing DT staff to document issues and resolutions, as required by 5 FAM 867. The Embassy is also exploring the use of HP Access Control Secure Pull Printing software to remotely change passwords for digital copiers, printers, and senders on classified and unclassified

networks, in compliance with 12 FAH-6 H-542.5-11(n) and 12 FAH-6 H-541.11(k).

Position descriptions are in the process of being updated to include duties related to labeling and organizing network cables and devices in telecommunication rooms, and staff will receive BICSI I & II training to ensure proper implementation. Moving forward, only Department-approved applications will be used, as the post lacks trained personnel to develop applications locally, in line with 12 FAH-10.

The Embassy will establish a local Technical Review Board (TRB) to ensure only Department-approved hardware and software are used on Department networks, as required by 5 FAM 114.6-2a. Additionally, a policy will be established to test the Information Technology Contingency Plan (ITCP) annually, along with RDT testing in the first quarter of each year, in compliance with 12 FAH-10.

Embassy Kingston has contacted External Network Extensions to initiate the approval process for the OpenNet tail circuit at the alternate command center, as required by 12 FAH-10 H-312.2-2(2) and 21 STATE 74118. Embassy Kingston is committed to implementing these actions to ensure compliance with Department standards and to improve the security and efficiency of its classified and OpenNet computer operations.

**Recommendation 11:** *Embassy Kingston should secure, monitor, and correctly register the embassy's non-enterprise networks in accordance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the recommendation to secure, monitor, and correctly register the embassy's non-enterprise networks (NENs) in accordance with Department standards. Embassy Kingston has taken proactive steps to address this recommendation. Specifically, NEN devices are being added to Qualys, ensuring compliance with Department monitoring and security protocols. Additionally, all NENs are now registered.

The embassy plans to decommission NENs at the Chancery and Powell Plaza once Enterprise Wi-Fi and TrON are operational. This approach aligns with Department standards for managing non-enterprise networks, as outlined in 5 FAM 784, which mandates adherence to Department network use policies for NENs at posts.

**Recommendation 12:** *Embassy Kingston should manage mobile devices in accordance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the OIG recommendation to manage mobile devices in accordance with Department standards. Embassy Kingston will implement separation duties for staff maintaining mobile device records, including receiving, issuing, and disposing of devices, as well as conducting physical inventory counts. Per Department policy, staff members responsible for issuing devices will not participate in annual inventory counts. This aligns with the requirement to ensure proper accountability and reduce the risk of errors or fraud. Embassy Kingston requests clarification on whether additional measures are required beyond the separation of duties outlined in the policy.

Embassy Kingston has not yet but will establish timelines for users to return non-enterprise mobile devices (NEMDs) to allow for necessary updates and patches. All NEMDs will be registered in Qualys, and once an internet connection is established, the devices will automatically download requisite updates. This process ensures compliance with Department standards for maintaining secure and updated devices. Embassy Kingston will obtain approval from the accountable property officer before issuing mobile devices, including iPads and tablets, beyond the 90-calendar-day limitation.

Embassy Kingston has not yet but will require users to sign the standard form acknowledging security training, as mandated by Department policy. Currently, forms are being signed by all new users along with the briefing. Embassy Kingston requests clarification on whether this requirement applies to every user at post, including those who have already completed the training.

Embassy Kingston has implemented an updated mobile device policy which is distributed when issuing devices. The outdated policy from February 24, 2022, has been replaced with the updated policy from April 8, 2025, which sets the standards, guidelines, and procedures for all Department-issued mobile devices at the embassy. The updated local policy form is now provided to customers upon receipt of devices.

**Recommendation 13:** *Embassy Kingston should bring emergency communications capabilities into compliance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the OIG recommendation should bring emergency communications capabilities into compliance with Department standards. The OIG noted that the high-frequency radio system was tested on an ad hoc basis rather than weekly. Embassy Kingston acknowledges this observation and confirms that HF radio systems are now being tested regularly through the home base unit in Santo Domingo. While technical issues were encountered recently, these have been resolved, and successful tests are now being conducted consistently.

The OIG observed that the embassy had not implemented a monthly test schedule for satellite communication devices, including phones and Broadband Global Area Network (BGAN) portable terminals. Embassy Kingston confirms that working devices are now being tested monthly. Automated email reminders are sent to users with loaned devices to ensure compliance, and test results are uploaded to the Crisis Communications Dashboard.

Additionally, the embassy acknowledges that the two BGAN portable terminals on-site are obsolete. Post will explore options to replace these units as funding permits.

The OIG noted that the Emergency Action Committee (EAC) had not conducted a table-top exercise at the alternate command center as required. Embassy Kingston acknowledges this and confirms that during Hurricane Melissa in October 2025, the alternate command center equipment was tested, and several deficiencies were identified. These deficiencies are currently being addressed.

**Recommendation 14:** *Embassy Kingston should bring its telephone operations into compliance with Department standards. (Action: Embassy Kingston)*

Embassy Kingston concurs with the OIG recommendation to bring telephone operations into compliance with Department standards. The Embassy recognizes the importance of maintaining secure and effective telephone systems and has taken several steps to address the identified issues. The RSO/ESC will install an alarm in the switch and frame room to enhance security, and the call accounting system is now configured to allow for the review and transmission of call logs to

the Financial Management Office for collection and oversight. Additionally, a maintenance log for telephone and radio systems has been established on SharePoint to ensure proper documentation and accountability of maintenance activities. However, the Embassy notes that the continued lack of a locally employed staff telephone technician at post due to the hiring freeze presents an ongoing challenge to the medium--term maintenance and sustainability of these systems.

## ABBREVIATIONS

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DT	Diplomatic Technology
EAP	Emergency Action Plan
FAD	Federal Assistance Directive
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAST	First- and Second-Tour
ISSO	Information Systems Security Officer
LCP	Local Compensation Plan
POSHO	Post Occupational Safety and Health Officer
SOP	Standard Operating Procedure
USAID	U.S. Agency for International Development

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