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United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General

Report of Inspection

Inspection of Consulate General Hong Kong, China

Report Number ISP-I-10-78A, August 2010

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**United States Department of State
and the Broadcasting Board of Governors**

Office of Inspector General

PREFACE

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

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

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

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

A handwritten signature in dark ink, appearing to read "H. W. Geisel", written in a cursive style.

Harold W. Geisel
Deputy Inspector General

PURPOSE, SCOPE AND METHODOLOGY OF THE INSPECTION

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

PURPOSE

The Office of Inspections provides the Secretary of State, the Chairman of the BBG, and Congress with systematic and independent evaluations of the operations of the Department and the BBG. Inspections cover three broad areas, consistent with Section 209 of the Foreign Service Act of 1980:

- **Policy Implementation:** whether policy goals and objectives are being effectively achieved; whether U.S. interests are being accurately and effectively represented; and whether all elements of an office or mission are being adequately coordinated.
- **Resource Management:** whether resources are being used and managed with maximum efficiency, effectiveness, and economy and whether financial transactions and accounts are properly conducted, maintained, and reported.
- **Management Controls:** whether the administration of activities and operations meets the requirements of applicable laws and regulations; whether internal management controls have been instituted to ensure quality of performance and reduce the likelihood of mismanagement; whether instance of fraud, waste, or abuse exist; and whether adequate steps for detection, correction, and prevention have been taken.

METHODOLOGY

In conducting this inspection, the inspectors: reviewed pertinent records; as appropriate, circulated, reviewed, and compiled the results of survey instruments; conducted on-site interviews; and reviewed the substance of the report and its findings and recommendations with offices, individuals, organizations, and activities affected by this review.

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KEY JUDGMENTS

- Consulate General Hong Kong is effective and well coordinated in pursuing its three main objectives in Hong Kong and Macau: law enforcement cooperation; supporting democratic reform; and supporting U.S. business. A new consul general (CG), and a deputy who completed his assignment during the inspection, provide clear leadership to the 12 agencies at post.
- Total staffing has remained relatively constant in the last decade; law enforcement staff has grown, and management staff, both American and locally employed, has decreased. Small reductions in reporting officers made during the Global Repositioning exercise have been cancelled out by additions through Diplomacy 3.0.
- Consulate General Hong Kong has several positions that should be eliminated or downgraded. In addition, an anomaly exists between a large consulate, with one empty suite of offices and a large number of conference rooms, and the expensive rental of four floors of office space in a nearby office building. As each lease expires beginning in February 2011, management and the concerned agencies should evaluate whether sufficient space is available in the consulate to house the relatively few employees involved. The 2012 rightsizing exercise will no doubt take a hard look at staffing levels here.
- Economic and political reporting is ample. Reports tend to be lengthy and detailed. Contrary to a recommendation in the 2005 inspection report, the front office continues to edit and approve all reporting cables. Consulate General Hong Kong should end this practice.
- The consular section is a model of professionalism with superb attention to customer service; its chief is a good mentor for entry-level officers (ELO) assigned to the section. Its middle- and senior-level positions can be downgraded.
- Management has created or adopted a number of business process and technology solutions that improve performance and have allowed staff reductions. The locally employed (LE) staff is highly professional but
The inspectors recommended that management, including the front office, meet regularly with the elected LE staff association.

- The public affairs section (PAS) is making excellent use of Hong Kong's open media environment and educated and sophisticated populace to carry out well-focused information and exchange programs. Given Hong Kong's media penetration of the mainland and increasing number of Chinese students, the consulate general's public diplomacy efforts have an impact on mainland Chinese as well as local audiences.

The inspection took place in Washington, DC, between April 12 and 30, 2010; and in Hong Kong, between June 10 and 29, 2010.

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CONTEXT

Thirteen years after sovereignty reverted to the People's Republic of China, Hong Kong retains considerable autonomy in all areas except foreign affairs and defense. Despite Beijing's decision in 2007 to delay universal suffrage in Hong Kong until at least 2017 and its continuing influence on the pace of democratic reform, the people of Hong Kong enjoy a broad range of civil liberties, responsible government and legal institutions, an open media, and unfettered access to the outside world. Hong Kong is increasing its economic integration with the mainland.

The United States enjoys close and productive relations with the Hong Kong government. Consulate General Hong Kong's principal goals include supporting Hong Kong's autonomy and democratic development, strengthening law enforcement cooperation, promoting U.S. commercial interests, and protecting and assisting over 60,000 Americans who live in Hong Kong.



Hong Kong is a commercial and financial services center and the world's third largest container port. Although seriously affected by the global financial crisis, its economy remains one of the most open, dynamic, and prosperous. With more than \$600 billion a year in exports and imports, many involving trade with China, Hong Kong is a hub for U.S.-China commercial relations. The U.S. 2009 trade surplus with Hong Kong—over US\$ 17.5 billion—was the largest U.S. surplus globally. U.S. trade and investment in Hong Kong continue to increase; 1200 U.S. businesses are registered with the American Chamber of Commerce. The consulate general's economic section, Foreign Commercial Service, and Foreign Agricultural Service actively support U.S. business and trade. The United States and Hong Kong also work closely together to combat terrorism and international crime.

The consulate is headed by a CG, designated as a chief of mission, who reports directly to Washington rather than to the U.S. Ambassador in Beijing, in support of the “one country, two systems” approach. The consulate’s staff complement is 313 employees. The Department has a complement of 75 U.S. direct-hire and 138 LE staff, compared to 2005 figures of 79 and 137, respectively. Twelve U.S. government agencies are represented in Hong Kong and the Voice of America and Radio Free Asia have correspondents there. The consulate’s projected budget for FY 2010 is \$32.3 million compared to \$23.8 million in 2005.

The consulate general is also responsible for covering the Special Autonomous Region of Macau, with a population of more than half a million. Since it reverted to China in 1999, Macau has become an international tourist, gaming, and convention center with substantial U.S. investment. This explosive growth has strained Macau’s weak financial regulatory regime, law enforcement capacity, and human and physical infrastructure. The United States has no presence in Macau. Consulate staff visit Macau almost every week and the consulate general supports a small American Corner there. An estimated 4,000 Americans reside in Macau.

With China’s greater openness and large official U.S. presence, Hong Kong no longer plays the critical role as a window into China that it once did. It continues to be important as a financial and commercial hub, a partner in law enforcement, and a litmus test for democracy in China. A key objective of the inspection was to determine whether the size of our diplomatic presence in Hong Kong is appropriate to its economic and political role within a greater China.

EXECUTIVE DIRECTION

The OIG inspection occurred at a time of transition for Consulate General Hong Kong. The deputy principal officer (DPO), who had been at post for 3 years and had served as acting principal officer between August 2009 and March 2010, departed mid-way through the inspection. The consul general had been at post only since March 2010. Both received high scores on OIG personal questionnaires. In interviews, agency heads and section chiefs expressed admiration for both. Interagency coordination and cooperation is strong on law enforcement, less so on Macau. Agency heads expressed particular appreciation for the departing DPO, noting that his support for their programs and his ability to conduct interagency meetings in an evenhanded, thoughtful way helped to create and maintain a sense of cooperation, harmony, and respect.

The new CG has begun to establish good working relations with section chiefs and the heads of the other agencies represented at post. He dismantled what he considered an overly elaborate and time consuming set of group meetings. At the time of the inspection, the only regularly scheduled meetings were a weekly country team, a weekly senior staff meeting, and a biweekly law enforcement committee meeting. Several officers from other agencies regretted the elimination of the economic cluster meeting and thought that more institutionalized coordination of the consulate general's activities in Macau would be desirable. The inspection team suggested that the CG consider augmenting the lean schedule of meetings he has established to ensure that it is adequate to maintain what had been a well-run operation at a post whose senior management had been considered remote and aloof at the time of the 2005 inspection. As discussed later in the report, the inspectors repeated a recommendation of the 2005 report that the CG and DPO cease editing and signing out almost all messages prepared by the economic/political section.

MISSION STRATEGIC AND RESOURCE PLAN

The FY 2012 Mission Strategic Resource Plan (MSRP), formerly Mission Strategic Plan, retained the three top goals identified in the previous Mission Strategic Plan, moving advancing autonomy and democratic development to first place, lowering partnership on counterterrorism, crime, and drugs to second place; and keeping fostering trade and investment in third place. Whatever their order, advancing these

three objectives remains the principal activity of the leadership and staff of Consulate General Hong Kong. The new MSRP is well-drafted, clear, and contains precise performance indicators. The decision to make an explicit commitment to “greening” consulate operations is commendable. Other agencies in Hong Kong expressed familiarity with the contents of the MSRP and were involved in drafting it and in a review of the FY 2011 submission, which the DPO chaired some months ago. The CG plans to hold an off-site retreat to review MSRP goals.

ENTRY-LEVEL PROFESSIONALS

ELOs and specialists participate in an active program that exposes them to the full range of work at Consulate General Hong Kong. In the course of a 2-year assignment, they participate in discussions with section chiefs and agency heads, important official visitors, and American business executives living in Hong Kong. Limited rotations are available for interested officers, as are assignments supporting official visitors. Most ELOs and specialists have also spoken at various educational institutions in an outreach program managed by the public diplomacy section—an experience they found valuable for their professional development. They noted that the DPO had been particularly active as their mentor, chairing a large number of events and making an extra effort to expose a fellow economic-cone officer to a full range of Hong Kong’s financial and commercial life. This dynamic group calls itself “Entry-Level Professionals,” a good semantic way to merge officers and specialists, but not a complete solution to what specialists here, as elsewhere, say is their lack of interest in many of the programs they find designed more for officers than themselves.

LOCALLY EMPLOYED STAFF

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(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2) An LE staff association, elected in July 2009, said that its relationship with the human resources office is difficult and that neither the DPO nor the management officer had met with them formally since their election. (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
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(b) (2)(b) (2) he LE staff association, on its initiative, was in the process of completing a survey of LE staff attitudes, based on a Department model. Seventy-five

percent of LE staff returned this questionnaire. Its results indicated broad satisfaction with Consulate General Hong Kong as an employer;

The LE staff association plans to share the results with post management once they have compiled them.

Recommendation 1: Consulate General Hong Kong should institute regularly scheduled meetings between post management and the locally employed staff association. (Action: Consulate General Hong Kong)

RIGHTSIZING

Congress and the Department have mandated that Consulate General Hong Kong conduct a new rightsizing study to review staffing levels in 2012. The OIG team believes that the mission is overstaffed in some program areas and that some consular positions are graded too highly. Specifically, the economic/political section should reduce its complement by two ELOs; the senior and mid-level consular positions are graded too highly; two positions in the information technology unit, one program and one International Cooperative Administrative Support Services (ICASS), could be eliminated. There is no need for the assistant regional security officer – investigations position that the consulate requested. Further analysis could yield additional reductions.

In 2007, as a result of Global Repositioning and Diplomatic Readiness Initiatives and a rightsizing review, the consulate general lost four U.S. direct-hire officer positions in the political, economic, consular, and public affairs sections. Consulate General Hong Kong disagreed with the rightsizing study and requested the restoration of these positions in subsequent Mission Strategic Plans. In FY 2010, all except the consular position were restored but only the economic officer position was filled. The other positions were approved but no officers have been selected to fill the vacant economic and public affairs officer positions. With the addition of these three program positions, the Department's complement is restored to its former level of 41 U.S. direct-hire program staff.

The management section has thoughtfully continued to cut positions based on workload and greater automation. It continues to outsource many administrative functions, including cashiering, travel services, shipping, nonresidential guards, and nonexpendable property management. As recommended in the OIG's 2005 inspection report, the mission eliminated one assistant general services position

and reprogrammed one class B cashier position. It also converted a U.S. direct-hire office management specialist (OMS) position to a less costly local hire eligible family member (EFM) position. The management section continues to reevaluate staffing requirements after attrition.

Since 1998, following a 30-percent reduction after reversion, Department and overall staffing has remained constant. From 1998 to 2005, there were 126 U.S. direct-hire employees. In 2007, after the rightsizing review, total U.S. direct-hire staffing dropped to 121. There was a loss of the three program positions, since restored, and the loss of two ICASS positions. In 2010, the total increased to 124, but will return to 126 if all restored positions are filled. Other agency growth has fluctuated based on interest and funding. As post lost other agency staff, the loss was offset with gains in Department of Homeland Security and law enforcement personnel.

In 2010, the CG received three National Security Decision Directive-38 requests. Two are expected to be approved and one was denied. Other staffing changes included: Internal Revenue Service adding one American position; Citizenship and Immigration Services (CIS) closing its office and eliminating one American and three LE staff positions; and the International Broadcasting Bureau downsizing its office and losing two American and six LE staff positions.

There is some regionalization. The nurse practitioner visits Consulate General Guangzhou quarterly and handles some medical evacuations from Beijing and its constituent posts. Permanent change of station travel vouchers are outsourced to the Bangkok Financial Services Center. Hong Kong serves as a regional platform for law enforcement agencies.

In terms of space, Consulate General Hong Kong has 1,615 square feet of underutilized space. This space was left vacant after the departure of CIS, which had four employees. The consulate general also has an unusually large number of conference rooms. The consulate rents 10,800 net square feet at a cost of \$680,315 annually to house 14 American and 27 LE staff from three U.S. departments. The five leases on this space expire between February 2011 and May 2012; as each comes up for renewal the management office and agency concerned should decide whether sufficient space is available within the consulate building to house the small number of individuals involved.

PROGRAM AND POLICY IMPLEMENTATION

Hong Kong's combined economic and political section reports extensively on economic and political issues and works effectively with the mission's large law enforcement community and with colleagues on the mainland. The significance of its China-watching role has diminished considerably given the large U.S. diplomatic presence in Beijing and elsewhere in China. PAS is increasing its use of social media to reach local and mainland audiences. An American Corner has enhanced outreach in Macau. The consular section has downsized in recent years due to declining workloads, but still meets high standards of professionalism and customer service.

POLITICAL AND ECONOMIC REPORTING AND ADVOCACY

Hong Kong's reporting focuses on three MSRP issues: the continuing debate over democratic reform and the preservation of fundamental freedoms in Hong Kong; the city's role as a financial and commercial center and gateway to the astonishing economic zone that has grown up astride the Pearl River Delta; and a spate of related law enforcement issues, including intellectual property protection, money laundering, and export controls. A first-tour officer ably handles environmental, scientific, technology, and health issues, which are central to two MSRP goals, and co-chairs a drive to make the consulate more energy-efficient. One officer works with Hong Kong and Macau authorities on trafficking in persons. Washington consumers expressed satisfaction with all aspects of the section's work.

Political reporting is extensive and often paired with advocacy and outreach. Democratic reform is a case in point. During the inspection, a significant compromise was reached on making Hong Kong's legislature more democratic. Reporting well before the event provided insights into the policies and personalities involved in the debate, including Beijing's influence. The CG used an early public address to reiterate U.S. views on democratic reform. Embassy officers address democracy-related issues in PAS-sponsored outreach programs, and nominees for the consulate general's international visitors program include community activists. The mission also produced thought-provoking analyses of how best to support democratic reform. The result is that Washington policymakers are well informed about developments, and Hong Kong authorities and the public receive clear statements of U.S. views.

Economic reporting focuses on Hong Kong's role as a financial center where more than 1,000 international companies maintain regional headquarters. The section has kept well ahead of Hong Kong's growing role in the Pearl River economic boom, including steps to integrate Hong Kong more closely into China's economy. Reporting officers have excellent sources within the banking community. High-level officials from the Department of the Treasury, the Federal Reserve, and other agencies visit regularly and have praised the section's ability to draw on knowledgeable sources to discuss significant developments. Official visits take approximately one-third of the economic unit's time.

The inspection team made two suggestions designed to sharpen the section's reporting.

First, China-watching represents a significant amount of the section's reporting. Washington consumers differ over its value. The Department has stationed more than 50 political and economic reporting officers throughout China who can provide direct, first-hand analyses of most developments. Views from Hong Kong, while interesting, are generally not authoritative. The inspection team suggested to consulate management that it examine whether such reporting might be cut back to free officers for other tasks.

Second, reports tend to be long and narrowly focused. Overarching issues tend to get lost in the details. It would be useful, for example, to produce comprehensive reports on Beijing's influence in Hong Kong that include perspectives from all law enforcement and commercial agencies represented at post. Repetition also creeps into post reporting, particularly on economic developments in the Pearl River Delta. The inspection team counseled managers to identify ways to shorten their reports and broaden their focus, and thus increase their impact in Washington.

Coordination

The section does a commendable job coordinating reporting and sharing information with Embassy Beijing and especially Consulate General Guangzhou, some 100 miles up the Pearl River. Within Consulate General Hong Kong, the section works closely and effectively with law enforcement agencies and PAS.

Coordination with colleagues in mainland China rests on a March 2009 agreement between Embassy Beijing and Consulate General Hong Kong that encourages coordinated travel across the border and joint reporting on issues where two views are needed for accurate analyses. The inspection team reviewed nearly a dozen examples of solid joint reporting, ranging from human rights to regional economic

developments. The collaboration has helped advance important U.S. objectives. For example, a major U.S. product safety goal is eliminating dangers from children's toys, many of them manufactured in Guangdong in factories owned by Hong Kong interests. Joint visits and regular information sharing between the two consulates has yielded timely and detailed assessments on the progress of the issue.

Informal contact between Hong Kong-based reporting officers and their mainland counterparts is equally impressive. Every officer interviewed was in contact with mainland counterparts. Many serve as de facto representatives or "scouts" for agencies that have important interests but no official representation in Hong Kong, such as the Department of the Treasury, the Federal Drug Administration, the Centers for Disease Control and Prevention, the Federal Aviation Administration, the Consumer Product Safety Board, and the Department of Labor. This is one of the most valuable services that Consulate General Hong Kong provides.

Coordination within the consulate general is good, particularly in law enforcement, which has become an increasingly important function. The Departments of Justice, Treasury, and Homeland Security have a significant presence in Hong Kong, as does the Department of Commerce's Bureau of Industrial Security, which focuses on export controls and diversion. One officer from the economic and political section serves as a liaison with law enforcement agencies, and three officers from the section regularly attend twice-monthly law enforcement coordination meetings. The officer following trafficking in persons works closely and effectively with Immigration and Customs Enforcement colleagues from the Department of Homeland Security. All law enforcement and Department of Defense representatives who were interviewed expressed satisfaction with interagency cooperation.

In addition to participating in the law enforcement working group, the regional security office oversees Leahy vetting for Hong Kong police and others receiving U.S.-sponsored law enforcement training. Vetting procedures are up-to-date and in compliance with Department regulations.

As part of a policy to reduce time spent in meetings, the new consul general cancelled regular economic and commercial coordination meetings. The inspection team identified this as an area where closer coordination would be beneficial. A number of officers from other agencies, including Foreign Commercial Service and Foreign Agricultural Service, regretted that regular economic cluster meetings had been discontinued and said that they missed the information sharing they fostered. Several gave specific examples of where coordinating meetings would have proven useful.

Recommendation 2: Consulate General Hong Kong should resume its regular coordination meetings on economic and commercial issues. (Action: Consulate General Hong Kong)

Macau represents a second area where greater coordination would be valuable. Political and economic officers devote significant attention to developments in Macau, now the world's largest gambling center. U.S. investment there exceeds \$8 billion and is growing. Reporting officers made more than 50 trips to Macau last year to report on political and economic developments. One officer devotes half his time to developing contacts and reporting on the gaming industry.

Macau is also of interest to other sections of the consulate general. PAS maintains an American Corner there and has nominated several Macau residents for the international visitors program. The consular section processes visa applications from Macau. The Foreign Commercial Service follows the gaming market and other potential sales areas. A Team Macao working group meets occasionally but does not provide an effective mechanism to coordinate these activities or share information that might provide a fuller, more accurate picture of developments in Macau. The inspection team discussed with consulate management the need to hold more regular, agenda-based meetings of this group.

Staffing and Organization

The inspection team noted several ways the section could more effectively organize its activities.

Although a combined section, the economic and political units within the section function as two separate entities. There is little cross-training or sharing of responsibilities across these lines. The inspection team suggested to management that it examine whether it is necessary to have separate economic and political unit chiefs; a single section deputy would be more appropriate.

Second, reporting portfolios overlap. At least three officers have responsibility for one aspect or another of Macao's economic development; it would be more efficient to assign the task to a single officer. Several requirements are redundant; in one case, two officers were given word-for-word the same reporting responsibility. Multiple officers also have responsibility for regional economic development, where one would be sufficient. Despite these redundancies, the section recently received two ELO positions under Diplomacy 3.0. One officer is already at post; the second is due to arrive later in 2010. If the section made organizational changes, focused

more strictly on issues addressed in the MSRP, and reduced reporting that duplicates open-source information, both positions could be eliminated at a savings of approximately \$950,000, based on estimates from the Bureau of East Asian and Pacific Affairs (EAP). The positions could be eliminated without appreciable effect on output.

Recommendation 3: Consulate General Hong Kong, in coordination with the Bureau of East Asian and Pacific Affairs, should request, and the Bureau of Human Resources should approve, the elimination of two entry-level officer positions in the economic and political section (position numbers 25451014 and 10015442) when the incumbents complete the tours. (Action: Consulate General Hong Kong, in coordination with EAP and DGHR)

An experienced OMS does a good job managing the office, keeping cable traffic organized and easily accessible, and encouraging departing officers to create electronic transition files for their successors. A second OMS position reserved for an EFM has been vacant for some time; the current OMS ably supports the office and there is no need to fill the vacancy. Three experienced LE staff provide insight and continuity. Two are close to retirement, so succession planning is necessary.

The inspection team noted with disapproval that the front office continues to review all outgoing political and economic cables, despite a formal recommendation in the 2005 inspection report that the section chief be authorized to release cables in most cases. The reasons cited in the 2005 report remain valid: front office review adds an unnecessary layer to the process in many cases; has a demoralizing effect on the section; and, displaces what should be a section chief's responsibility. The majority of cables that the inspection team read had been reviewed, edited, and authorized by both the DPO and the CG before being released. The process is inefficient.

Recommendation 4: Consulate General Hong Kong should authorize the chief of the economic and political section to review and release most cable traffic without first obtaining front office clearance. (Action: Consulate General Hong Kong)

Chinese language skills within the section are varied. Some officers received 2 years of Mandarin training. One has heritage language skills. One received a year of Cantonese training. Two received a smattering of Mandarin. At least one was pulled from language class early. Another was given a waiver and received no language training at all.

Officers focusing on political issues said that they found Chinese useful, but economic officers interviewed said they conducted business in English and that Chinese was not necessary for their professional work. Unlike on the mainland, Chinese language skills are not necessary for personal wellbeing in Hong Kong.

Recommendation 5: Consulate General Hong Kong, in coordination with the Bureau of East Asian and Pacific Affairs and the Bureau of Human Resources, should remove the language requirement for economic officer position 20-309000. (Action: Consulate General Hong Kong, in coordination with EAP and DGHR)

PUBLIC AFFAIRS

Hong Kong's open communication environment and educated and sophisticated populace provide the ideal setting for a public diplomacy program. PAS is making excellent use of this environment by employing an array of tools to advance the consulate general's principal goals, including supporting democratic development, strengthening law enforcement cooperation, and promoting U.S. commercial interests. Given Hong Kong's media penetration of the mainland and its increasing number of Chinese students, PAS efforts not only support local goals but also amplify Embassy Beijing's public diplomacy.

The public affairs officer (PAO), a capable public diplomacy officer with experience on the mainland and strong Chinese language skills, regularly advises the CG and DPO on public opinion and strategic messaging, and developed a media strategy for the new CG. Until recently, the PAO and assistant PAO participated in biweekly public diplomacy cluster meetings with the CG, DPO, and other sections, as needed. The new CG has discontinued the cluster meetings, but the PAO and assistant PAO meet with him as necessary to discuss media strategy and other initiatives. PAS contributes to four MSRP goals, including the specific public diplomacy goal of promoting U.S. policies and values to key audiences in Hong Kong, Macau, and the region.

The PAO manages the section and supervises exchange and outreach programs. The assistant PAO, a mid-level economic officer serving for the first time in a public affairs position, handles the information and spokesman portfolios. PAS lost its third American officer position in 2007; it will be restored as an ELO position. PAS has one professional associate, who manages the speakers and outreach programs, and 13 skilled and experienced LE staff. The OIG team informally recommended

that the PAO, together with the CG and DPO, review PAS LE staffing needs to determine if the current LE staff complement is appropriate, particularly in comparison with the economic/political LE staff complement of three LE staff, two of whom are close to retirement. The OIG team also noted that the titles of the Information Resource Center staff do not reflect their current functions, including outreach and Web site management, and informally recommended that the PAO change their designations.

Information Programs

Information programs focus on providing the consulate general and the Department with summaries and analyses of Hong Kong media reporting and comment, and on using media products—including social media—to promote the mission's strategic goals to Hong Kong and, by extension, mainland audiences.

Hong Kong is an active media hub, with 18 major dailies, two free television broadcasting companies, three pay TV services, and three radio networks. Some 1,000 foreign journalists reside in Hong Kong and many international news outlets have staff there, including CNN, The Wall Street Journal, and the Associated Press. Macau has 13 daily papers. PAS prepares daily press summaries and media reaction reports on issues of U.S. interest.

Hong Kong's media not only provide information to Hong Kong and Macau audiences, but also to Chinese audiences who access the online versions. Phoenix Satellite Television, the only Hong Kong broadcaster licensed to transmit signals to the mainland, broadcasts to 150 million viewers in mainland China and millions more in the region. Their "reach" into China gives additional importance to Hong Kong media.

Working with the consulate general's front office and other sections, PAS has developed a media strategy that identifies priority audiences and messages. It uses press conferences, media placements, speeches, and round tables with the CG and visiting senior officials to communicate these messages through the Hong Kong and international media. It also leverages Hong Kong media to communicate with audiences in China, where state censorship hinders U.S. communication through mainland media. A critical element of the post's communication strategy, particularly in reaching younger audiences, is its social media plan. Elements of the plan that have been implemented include the new Hong Kong and Macau Web site, a Facebook page, and the use of YouTube. The Web site is updated daily and has received as many as 750,000 hits in one month. The Facebook page attracted subscribers from more than a dozen countries in its first 2 weeks of operation. PAS sent a lead-

ing journalist from Phoenix TV on a Foreign Press Center reporting tour on social media. It is working with Embassy Beijing on a possible social media workshop in Hong Kong that would involve online journalists in the region, including from the mainland.

Exchange Programs

Hong Kong's International Visitor program directly supports MSRP goals. Nominated by all sections and selected by an interagency committee chaired by the DPO, the slate of approximately 17 grantees supports law enforcement (approximately 40 percent of this year's grantees), democratic development (25 percent), trade and investment, and other goals. Grantees have backgrounds in journalism, law enforcement, local government, and nongovernmental organizations (NGO).

Because of the Department's shift to group projects rather than individual projects, most of Hong Kong's international visitors participate in multiregional group projects. This has created some challenges for the consulate general. It is often difficult for Hong Kong's grantees, many of whom are fairly senior and have full schedules, to rearrange their schedules to participate in the appropriate program at the time when it is held. In addition, the group programs are often quite general and not as useful for grantees with specific interests and sophisticated knowledge. Hong Kong has sent some grantees with similar interests on Hong Kong-only small group projects, or in "individuals traveling together" groups to facilitate their participation in well-targeted programs.

Educational Exchanges

Hong Kong does not have a Fulbright commission. PAS manages Fulbright programs directly, assisted through a unique partnership with the Hong Kong American Center, an NGO supported by a consortium of eight Hong Kong universities. With grants from PAS, the center holds orientation and pre-departure briefings for American and Hong Kong grantees. It has worked effectively with the Hong Kong government and local organizations to secure cost-sharing in the program, enabling 11 Hong Kong students and scholars to go to the United States in FY 2010. The Hong Kong American Center also raised funds to support the Fulbright English Teaching Assistants program, which this year provided 23 recent American graduates to teach English at Hong Kong and Macau schools. The program will focus next year on Macau, where English proficiency is weak.

In addition to the 16 American Fulbright lecturers and two students placed at various Hong Kong universities, the Fulbright program supports a Hong Kong government initiative to prepare higher education institutions for a new 4-year undergraduate liberal arts curriculum modeled after the American curriculum, which will replace the current British system in 2012. With a grant from a local NGO, 20 American academics are engaging with their Hong Kong counterparts from 2008-2012 to prepare for this transition. As with the media, U.S. engagement with Hong Kong educational institutions has an impact on the mainland: 10 percent of undergraduate students and 30 percent of graduate students in Hong Kong are from China.

As the liberal arts education initiative illustrates, American education is respected in Hong Kong. This year, over 8,000 Hong Kong students are attending American educational institutions. In the past, the Institute of International Education in Hong Kong provided advising to potential future students with a grant from the Department. That grant has ended, but PAS has received additional funding from the Department to hire an educational advisor to handle educational advising directly.

Speakers and Outreach

With the help of an energetic and capable professional associate, PAS has doubled the size of its speakers program, hosting 15 U.S. speakers this fiscal year, including two scholars to speak before university, think tank, and press audiences on press freedom, American politics, security policy, and U.S.-China relations, among other topics. The speakers have been well received and have generated considerable and positive media coverage. Hong Kong is a cultural hub. Given the large number of American performing artists who regularly visit Hong Kong, the post wisely has not recruited additional performers. For the past several years, however, it has collaborated with the American Film Institute and the Hong Kong Arts Center in the highly successful "Project 20/20." PAS has sponsored screenings of the Project 20/20 films at local universities and hosted American and international filmmakers to discuss the films and their focus on themes of democracy, cultural diversity, and civil liberties.

PAS collaborates with the consular section on the successful consulate-wide school outreach program. PAS works closely with the Hong Kong Education Bureau to identify educational institutions and topics in which they are interested. Newly-arrived American employees are asked if they would be interested in participating in the program. During the first half of FY 2010, the consulate general carried out more than 50 outreach programs at schools and universities in Hong Kong and Macau, reaching 6,444 students on a variety of topics, from studying in the

United States and U.S. student visas, to ethnic diversity in the United States and the U.S. response to climate change. Twenty-seven consulate officers, including several ELOs, participated along with Fulbright scholars and English teaching assistants.

PAS is also increasing the number of Hong Kong and Macau educational institutions using materials about U.S. society, policy, and values, and has made this a performance indicator. This effort supports the speaker outreach program, extends the consulate general's contact with younger audiences, and helps to balance increasing Chinese influence. PAS has engaged in outreach to Hong Kong's Muslim community. As a result, a leading imam read President Obama's Ramadan message during Friday prayers.

The incoming ELO will assume responsibility for the cultural affairs portfolio. The PAO expects that this will enable PAS to engage more actively in outreach, including increased collaboration with local cultural organizations, and work more effectively with exchanges alumni. In anticipation of the arrival of the ELO, PAS will not need the professional associate position upon the incumbent's departure, thus the position should be eliminated

Recommendation 6: Consulate General Hong Kong, in coordination with the Bureau of East Asian and Pacific Affairs and the Bureau of Human Resources, should eliminate professional associate position number 97-000085 upon the incumbent's departure. (Action: Consulate General Hong Kong, in coordination with EAP and DGHR)

Expanding Outreach: Macau American Corner

With its Portuguese colonial background, Macau has had close ties with Europe and few with the United States. That has changed, however, since China opened up Macau for gambling. American businesses have become increasingly active in Macau's gaming and entertainment sectors. The consulate opened an American Corner at the University of Macau in 2004—the only American Corner anywhere in China, and currently the consulate general's only “real estate” in Macau. The corner includes a small book and periodical collection, computers for accessing information online, and conference and multipurpose rooms for meetings and programs. PAS and other consulate staff visit frequently and use the American Corner as a venue for speakers, school programs, and exhibits. The corner has also become a launching point for developing contacts and programs at other Macau institutions. As in Hong Kong, an increasing number of students from the mainland are studying in Macau.

CONSULAR AFFAIRS

The consular section provides a full range of consular services in a superb, customer-oriented fashion. The LE staff is extremely knowledgeable and professional. The consular chief and his team enjoy strong support from the front office, as shown by the CG's and DPO's frequent visits to the consular section.

Consular Management

The consular section chief leads with an open, friendly style. In the face of a declining visa workload over the past decade, consular management has appropriately reduced and shifted officer and LE staffing. Current staffing appears to be somewhat generous, but not out of line with reviving demand. However, the grading and ratio of supervisory officer positions is inconsistent with Hong Kong's reduced operations. Having a senior consular officer (FE-OC) as section chief is a legacy of days when the section was much larger.

Recommendation 7: Consulate General Hong Kong, in coordination with the Bureau of Consular Affairs and the Bureau of Human Resources, should change the grade of consular chief position 30118001 from FE-OC to FS-01. (Action: Consulate General Hong Kong, in coordination with CA and DGHR)

Similarly, there are now four mid-level managers (chiefs of the American citizen services, fraud prevention, immigrant visa, and nonimmigrant visa units) for five ELOs and 36 LE staff. A recommendation to downgrade one of these positions is found under the section on immigrant visas.

Training within the section is tracked in a haphazard manner at the individual unit level. There is no single section training officer to track, support, and enforce training requirements for the section as a whole. Not all newly hired LE staff have completed required online training. The OIG team made an informal recommendation to rectify these issues.

American Citizen Services

American citizen services constitutes a growth area for consular work in Hong Kong as economic expansion in southern China continues to draw Americans to this area. The unit coordinates closely with counterparts in Consulate General Guangzhou on cases that straddle the various jurisdictions in the Pearl River Delta (Guangdong Province, Hong Kong, and Macau). The unit also coordinates emer-

agency planning with Consulate General Guangzhou's ACS unit. It recently updated its report of potential evacuees (F-77 report), and the office tests the system, issuing announcements quarterly to registered Americans.

The unit has expanded its contacts and warden network in Macau in keeping with the economic expansion there, and conducts quarterly visits to provide passport and notarial services. Renunciation of citizenship is the major new growth area with 132 of these complex and time-consuming cases in FY 2009 and nearly 150 such cases in the first 8 months of FY 2010. Most cases involve dual citizens who appear to want to avoid paying U.S. taxes.

There are currently 13 Americans in long-term detention in Hong Kong and 44 active arrest cases. Consular notification is a significant concern in Macau, where officials do not regularly notify the consulate general when an American is detained. The consulate general has raised this issue at appropriate levels, but lines of authority and responsibility within the Macanese bureaucracy complicate the matter. The OIG team made an informal recommendation that the consulate's law enforcement agencies also raise the issue with their counterparts. Doing so would underscore the importance of this issue and develop additional sources for learning about detentions.

Visas

The visa units in Hong Kong are models of professionalism, thoroughness, and customer service. Both units are overseen by a mid-level officer, who also oversees the information unit and the fraud prevention unit.

Nonimmigrant visa volume dropped dramatically in the past 2 years as a result of public health issues (H1N1) and the global recession. Applications dropped from 74,000 in FY 2008 to 54,000 in FY 2009 but they have started rebounding and applications this year are returning to FY 2008 levels, with May and June up 40 percent over the previous year. As such, current staffing is comfortable, but not out of line with projections.

From 2004 to 2009 the number of immigrant visas processed in Hong Kong dropped by nearly 60 percent and now averages between 200 and 300 visas each month. Volume appears to be up slightly this year, but this does not alter the long-term trend. Staffing in the immigrant visa unit has been reduced over the years and at present appears appropriate, particularly in light of the unit's acquisition of substantial work for CIS (immigrant visa petitions, lost green cards, etc.) when that

organization closed its Hong Kong office in 2008. However, the unit is still supervised by an FS-03 officer under the general direction of the FS-02 nonimmigrant visa chief. The volume and nature of the work no longer require this and the position should be occupied by an ELO under the mid-level manager's supervision.

Recommendation 8: Consulate General Hong Kong, in coordination with the Bureau of Consular Affairs and the Bureau of Human Resources, should change the grade of the immigrant visa chief position 31392000 from FS-03 to FS-04. (Action: Consulate General Hong Kong, in coordination with CA and DGHR)

Visa Security Unit

The Immigration and Customs Enforcement visa security unit works smoothly with the consular section. Cases are examined, reviewed, and tracked with little disruption to the vast majority of the traveling public. There is a written standard operating procedure for the process, though it is outdated given recent changes in the online visa application (DS-160.) The OIG team counseled the consular section to update the written understanding.

Fraud Prevention Program

Hong Kong has a strong fraud prevention program. A mid-level officer serves as the fraud prevention manager. The fraud prevention manager sits as a member of the law enforcement working group and receives excellent cooperation from resident law enforcement representatives. With a staff of three investigators and a part-time EFM, the fraud prevention unit spends about two-thirds of its efforts on fraud originating in southern China. In this endeavor, the unit works very closely with the fraud prevention unit at Consulate General Guangzhou. The two units have conducted joint investigations. Most of the rest of Hong Kong's focus is on the Philippines, a major source of domestic employees in Hong Kong and considerable marriage and relationship fraud. The unit also works with counterparts at Embassy Manila.

Each consular section in China has identified a fraud prevention manager. There is good coordination between Consulates General Hong Kong and Guangzhou, but little organized information sharing among the various individuals or offices in the rest of China. There is duplication of effort as different offices pursue similar fraud prevention efforts and they do not regularly share the results of their similar work.

A regional fraud prevention coordinator could oversee fraud prevention efforts throughout China.

Recommendation 9: Embassy Beijing should establish a regional fraud coordinator at Consulate General Guangzhou to oversee the fraud prevention program in Hong Kong and throughout China. (Action: Embassy Beijing, in coordination with Consulate General Hong Kong)

The unit has been in the forefront of testing new programs with the Bureau of Consular Affairs, Office of Fraud Prevention Programs. The fraud prevention manager worked with the Kentucky Consular Center on a pilot program to screen electronically submitted visa applications for possible fraud indicators. They also piloted a new consular caseload management system, finding the latter to be extremely process-intensive.

Assistant Regional Security Officer - Investigations

At the time of the inspection, Consulate General Hong Kong had requested a new assistant regional security officer - investigations position (HONG KONG 584.) Based upon observation and discussions with various parties in Hong Kong, the OIG team concluded that the workload in Hong Kong does not justify adding the position. As recommended above, Hong Kong should expand cooperation with the assistant regional security officer - investigations officer at Consulate General Guangzhou.

Recommendation 10: Consulate General Hong Kong should rescind its request for an assistant regional security officer-investigations position. (Action: Consulate General Hong Kong)

Visas Viper Program

The consulate general held all required meetings and submitted all required reports on time. No names were submitted for inclusion in this process. The consular section did not make any classified Visas Viper submissions during the last year.

Information Unit

An information unit of three LE staff reports to the visa chief and responds to visa inquiries. On average, the unit responds to about 150 inquiries a day. Most are by email, but others are by phone, fax, and walk-in. The unit manages the visa content on the consulate Web site. The unit also serves as the main point-of-contact for the regional call center based in Shanghai.

~~**SENSITIVE BUT UNCLASSIFIED**~~

~~**SENSITIVE BUT UNCLASSIFIED**~~

RESOURCE MANAGEMENT

Agency	US Direct Hire Staff	FMA & EFM's	LE Staff	Total Staff	Funding FY 2010
State Program	41	1	8	50	\$5,296,000
ICASS	7	10	67	84	7,687,400
Diplomatic Security	3	0	2	5	648,368
Bureau of Overseas Buildings Operations	1	0	0	1	3,886,314
Overseas Buildings Operations - Project	1	0	0	1	978,000
Public Diplomacy	2	1	13	16	1,202,077
Public Diplomacy Representation	0	0	0	0	7,945
Consular	12	1	34	47	210,760
State Representation	0	0	0	0	36,700
State MSG Support	6	0	0	6	80,933
Publication Translation Section	2	0	12	14	1,332,350
Broadcasting Board Governors Affiliates	0	0	2	2	\$288,714
Subtotal - State Department	75	13	138	226	\$21,655,561
DOA Foreign Agriculture Service	2	0	5	7	\$698,125
DOC Bureau of Industry & Security	1	0	0	1	290,580
DOC Foreign Commercial Service	3	0	12	15	1,568,090
DHS U.S. Secret Service	2	1	2	5	710,000
DHS Immigration and Customs Enforcement	5	0	6	11	1,603,797
DHS Customs Border Protection (Intl. Affairs)	1	0	1	2	229,357
DHS Customs Border Protection Container Security	6	0	1	7	1,099,424
DOD Office of Liaison Affairs	11	1	3	15	1,500,000
DOD Naval Contracting Office	7	0	6	13	2,000,000
DOJ Drug Enforcement Administration	6	0	1	7	167,631
DOJ FBI Legal Attaché Office	3	0	0	3	507,850
Treasury - Internal Revenue Service	2	0	1	3	350,100
Subtotal Other Agency	49	2	38	89	\$10,724,954
Total	124	15	176	315	\$32,380,515

Source: Consulate General Hong Kong

MANAGEMENT

The management section, comprised of an appropriate mix of U.S. direct-hire, professional associate, EFM, and LE staff employees, delivers adequate services to its customers. The LE staff stands out as a particularly educated, technically knowledgeable, and long-serving group that contributes to the high level of administrative and logistical services rendered to clients. The management section leverages clearly understood processes and a collaborative mindset to create an environment of mutual support and a system that functions very well.

The LE staff provides the institutional knowledge, consistency, and continuity for management section operations. The most recent ICASS customer satisfaction survey results exceeded regional bureau and worldwide averages in 28 of 29 categories, in most cases by large margins. The consulate's mean score for ICASS services ranked second among 31 posts in EAP. The outstanding scores have held steady for the past 6 years. OIG questionnaire results administered prior to the inspection reflected similar scores.

The management section participates fully in the consulate's strategic planning process. The 2012 MSRP includes the management goal of improving the environmental sustainability of the consulate by reducing its carbon footprint. The section also participates actively in major Department programs, such as the Collaborative Management systems, and has adopted the Department's standard software applications, e.g., eServices and ePerformance. It has implemented sound business and rightsizing practices by embracing automation, training and empowering LE staff, and outsourcing services.

Collaboration in the area of information technology is particularly noteworthy as the Department continues to roll out more software applications. The information technology section works with users to troubleshoot problems, maximize utility of applications, and liaise with Department offices on questions or suggestions for improvement. This teamwork was fostered in years past when the consulate developed its own automated systems and in-house software developers had to understand business processes. The information technology section's understanding of management section processes allows it to overcome the challenges of implementing and sustaining Department-mandated computer applications.

Human Resources

The human resources section received above average scores for both American personnel and LE staff services on the 2010 ICASS customer satisfaction survey. The skill level and lengthy service of the LE staff contributed to the high scores.

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The association, as the representatives of the consulate's LE staff, would like to hold regularly scheduled meetings with the human resources officer and his staff to establish an open dialogue and improve communication. Such meetings would be in addition to the regularly scheduled meetings with post management addressed earlier in this report. The OIG team agreed with this suggestion and informally recommended that the consulate general adopt it.

The OIG team commended the LE association for developing and administering a quality of work life survey for local employees. The survey largely replicated the Department's own quality of work life survey conducted in 2009, with questions tailored to apply more directly to Hong Kong employees. It was translated into Cantonese so that all LE staff could reply if they wanted. Seventy-three percent of the LE staff responded. At the time of the OIG inspection, the association was evaluating the responses.

Training, awards, evaluations, allowances, recruitment of local staff, and overtime policies are managed appropriately. The consulate hosted a team from the Bangkok Regional Support Center to train staff on LE supervisory skills, customer service, and management. The LE staff handbook and local compensation plan have been updated and posted online. An electronic version of the handbook was emailed to LE staff members who do not have access to the consulate's intranet site.

The human resources section is not using eServices as the Department prescribes. Instead, it is submitting eServices requests on behalf of customers and also completing the customer satisfaction survey, resulting in erroneous data feedback and possibly skewing results. Using eServices properly would make it easier for customers to route their requests to appropriate offices and enable service providers to improve accountability for service delivery.

Recommendation 11: Consulate General Hong Kong should implement procedures in the human resources section that allow customers to use eServices to submit their own requests and complete surveys. (Action: Consulate General Hong Kong)

Best Practice: The human resource section assigns mentors to new LE staff employees to assist them in their transition to working at the consulate.

Issue: In the past 20 years, many governments, companies, and other organizations have formed formal mentoring programs. In 1994, the Foreign Service started a program for U.S. direct-hire employees and in 2002 the Civil Service employees established a program. Posts were encouraged to consider mentoring programs for LE staff in 2007.

Response: Post developed a program to familiarize new LE staff employees with working in a consulate and to provide the employees with mentors who would impart professional and career guidance. The primary objectives of the program are to help LE staff to better understand the consulate structure, organization, and culture, and to increase the satisfaction of mentors and mentees with their careers.

Result: The new employees' transition to the consulate's organization and culture is made easy with the assistance of mentors. The smooth transition has allowed employees to immediately work productively. The human resources section follows up with mentees and mentors at 6-month intervals for the first year.

Post Language Program

Consulate General Hong Kong manages three separate language programs: a standard program for American employees including one-on-one tutoring; a group instruction program for family members, funded by the Foreign Service Institute; and in-house Mandarin training for LE staff of all agencies, funded by ICASS.

The post language program provides training in Cantonese and Mandarin and supports the consulate community in becoming more knowledgeable about Hong Kong and Chinese culture. The consulate also offers Mandarin training to LE staff who have a professional need to learn or improve their language skills. The OIG team observed this program as a great learning opportunity for LE staff at the consulate general.

Equal Employment Opportunity

Two American counselors lead Consulate General Hong Kong's Equal Employment Opportunity (EEO) program. One has been designated to the position since January 2010. The other completed the basic EEO counselor training during the OIG team's visit. The consulate general has not selected an LE staff liaison who would ensure LE staff are aware of their rights and responsibilities in the EEO process. The OIG team informally recommended that post advertise and select an LE staff employee to serve as the EEO liaison. The Office of Civil Rights offers training for LE staff liaisons. The American EEO counselors said that they will ensure the selected liaison is provided the training immediately.

Not all post employees have received the mandatory sexual harassment prevention training as required by Department telegram (State 340446, dated December 12, 2003). One of the EEO counselors is working on a sexual harassment presentation for all American and LE staff and plans to conduct the training as soon as possible. The counselor also plans to conduct the briefing for interns, which the Office of Civil Rights requires. The front office supports the EEO program. The consulate has posted instructions and procedures on how to file EEO complaints on a bulletin board and the consulate's intranet site.

Federal Women's Program

The Federal Women's Program is nonexistent at Consulate General Hong Kong. The person designated for the position departed post and a replacement has not been selected. Little has been done to promote career opportunities and advancement for women, which is one of the primary roles of the coordinator. The Federal Women's Program was created in response to Federal legislation and executive orders making the status of women an integral part of the larger Equal Employment Opportunity effort. The Office of Civil Rights suggests a list of activities on its Web site and provides guidance on establishing an active program.

Recommendation 12: Consulate General Hong Kong should select a Federal Women's Program coordinator. (Action: Consulate General Hong Kong)

Recommendation 13: Consulate General Hong Kong should seek guidance from the Office of Civil Rights on establishing and implementing an active Federal Women's Program. (Action: Consulate General Hong Kong)

Financial Management

The financial management unit provides excellent support to its customers. From 2005-2009, the unit received high ICASS scores in all financial categories, exceeding worldwide and EAP averages. The OIG team's survey and interviews confirmed this high rating. Department initiatives, including E2 Travel Solutions, were implemented fully without any customer dissatisfaction.

The financial management officer and LE staff are knowledgeable and well trained. The staff is committed to following Department regulations and internal standard operating procedures. Financial accounts are meticulously scrubbed. Travel regulations governing premium travel are followed. The regional financial management system fiscal strip code rejection rate is one percent.

The LE staff financial management specialist has certifying authority up to \$50,000. The financial management officer conducts monthly audits of LE staff-certified vouchers and unannounced cashier reconciliations. The unit has outsourced its permanent change of station travel voucher processing to the Bangkok Financial Service Center. A commercial bank provides accommodation exchange

In May 2009, the Bangkok Financial Management Center reviewed the cashier's cash advance level and deemed it appropriate.

International Cooperative Administrative Support Services

ICASS functions adequately. Each parent agency has a designated representative on the ICASS council. Relations among the agencies are collaborative and professional. The council meets as required. ICASS budget committee meetings are more frequent and are held during various phases of the budget process. The ICASS council has adopted the Department's uniform performance standards. Annual ICASS surveys indicate that customers are consistently very satisfied with administrative support services.

There are no pending issues. ICASS costs are decreasing. From FY 2008 to FY 2010, staffing reductions have yielded cost savings to post of \$261,700 annually. The Department will save an additional \$98,143 annually in Washington costs. Three positions were eliminated, including an LE staff carpenter, a U.S. direct-hire OMS, and a U.S. direct-hire assistant general services officer. The consulate is introducing

energy savings initiatives to save utility costs. As LE staff attrition occurs, an analysis is conducted to determine if the position is vital to post operations. The mission continues to outsource many of its administrative functions.

The OIG team made an informal recommendation that the ICASS council prepare minutes of each meeting. For transparency, these minutes and other ICASS data should be posted on the Hong Kong SharePoint site.

General Services Operations

The general services section is well led by both U.S. direct-hire and LE staff supervisors. The consulate has prudently outsourced many services, such as warehouse labor, thereby reducing its human resources footprint while providing the capability for flexible and scalable response. General services units work well with each other, but also in close coordination with management sections, including information technology and financial management. The supervisory general services officer places great emphasis on LE staff training and has capitalized on available funding to send several employees to courses, including procurement, motor pool operations, housing, and transportation.

In cooperation with the consular section, management-cone ELOs spend half a day for 6 months, as time permits, in the general services office gaining experience and knowledge in their eventual area of concentration. Officers sometimes do not serve in their cone until their third or fourth tour, so this informal program keeps future management officers current and develops their technical proficiency.

Supply Chain Management

Supply chain management functions in procurement, receiving/property management, and financial management are integrated. The level of collaboration among the units is exceptional. Each unit has adequate access to WebPASS applications to enable visibility and action at key points in the overall process. Receiving clerks are generating their reports based on purchase orders input into WebPASS, financial management is effecting payment based on the receiving reports and annotating them in WebPASS, and procurement is closing out its purchase orders based on final payment indication in WebPASS. This imposes discipline on the supply chain process and facilitates internal controls.

The consulate general is scheduled to implement the Department's Integrated Logistics Management System, which should provide the same functionality and controls. There is a gap, however, with regard to acquisition of services and purchase of

goods that are delivered directly to other agencies, bypassing the receiving clerks. In these cases, the lack of a receiving report prevents the financial management section from entering payment data, so the procurement unit does not get the advice necessary to close out the purchase order. The OIG team informally recommended that the consulate correct this deficiency.

Procurement

The procurement unit uses a full range of techniques to purchase goods and services for its clients. Its U.S. Government purchase cardholders include not only the two procurement unit purchase agents, but also an expendable supplies clerk and a public diplomacy staff member. The unit also maintains 150 blanket purchase agreements for commonly procured goods and services, such as office supplies and vehicle maintenance. The consulate does not take advantage of bulk funding these instruments, but has developed a process for clearing purchases through the financial management section relatively quickly.

Property Management

Administration of the property management program is marked by meticulous detail and organization. The results of the most recent annual inventory were astonishing, with only one nonexpendable item worth \$177 missing out of a total \$4.79 million inventory. The annual inventory of expendable supplies yields similar results. An OIG inspector spot-checked items in the expendable property storeroom and found that balances in WebPASS reflected the number of items on the shelf exactly. The consulate maintains almost perfect accountability of personal property issued to employees' residences. Only one employee had failed to sign his inventory, a deficiency that was corrected during the inspection.

The warehouse facility is located approximately 20 minutes from the consulate in a high-rise light industrial building. While not structurally optimal in terms of storage capacity and accommodation of mechanical handling equipment, it suits the consulate needs well enough. Racking is sufficient, freight elevators service each of the three warehouse levels, a loading area is available on the ground floor, and offices for property management staff are satisfactory. The warehouse is well organized and neat. The consulate disposes of items on eBay, which gives it access to a larger market and maximizes the return on sales.

Housing

The housing program generally works well, administered by an LE staff member who takes the lead in lease negotiations, coordinates maintenance and make readies, and manages interagency housing board activities. The consulate has participated in the Department's Rental Benchmark Initiative since April 2009, and consistently maintained its "green" status.

Five U.S. Government-owned townhouses have served traditionally as housing for senior officers, including foreign affairs agency heads and chiefs of consulate sections. The consulate has continued this practice contrary to 1991 changes to overseas housing policy that, among other things, established clear limitations regarding designated and dedicated housing. Under 15 FAM 235, two of the five officers residing in the townhouses are "overhoused." Moreover, the consulate is leasing units for families more suited to those residences, in a market in which annual rents can be as high as \$150,000.

Recommendation 14: Consulate General Hong Kong should administer and assign the five U.S. Government-owned housing units in accordance with current Department guidelines. (Action: Consulate General Hong Kong)

Motor Pool Operations

The consulate's motor vehicle usage policy is current and the program is well administered. The motor pool makes full use of the WebPASS Vehicle Registration and Maintenance application to manage and document dispatching, fuel consumption, mileage, and maintenance. Drivers purchase fuel with oil company credit cards. Receipts for each purchase are reconciled with a monthly invoice and mileage is monitored as an additional internal control.

Hong Kong has a world class public transport system. Taxis are inexpensive and plentiful, and the consulate encourages their use for business purposes. In this context, the consulate's motor pool resources, both human and vehicle, appear ample if not excessive. The general services officer has plans to pare down the fleet by not replacing three vehicles when they are due. The unit supervisor and a number of drivers are nearing mandatory retirement age, so this is an opportune time to assess the consulate's needs and match them with motor pool assets. The OIG team informally recommended that the consulate conduct the assessment as a matter of its annual fleet review and staff planning.

The consulate operates a daily shuttle service between the U.S. Government-owned Shouson Hill apartment complex and the consulate office building. According to its motor vehicle policy, the shuttle is in effect “as long as access to public transportation at the Shouson Hill compound continues to be of significant inconvenience and delay.” According to 14 FAM 433.3-3, such use of official vehicles may be authorized “[w]hen public transportation is unavailable (not merely inconvenient)...” The consulate’s justification for providing the shuttle service is therefore contrary to FAM guidance.

Recommendation 15: Consulate General Hong Kong should terminate its Shouson Hill shuttle service, which is based on convenience rather than unavailability of public transportation. (Action: Consulate General Hong Kong)

Thus far, the consulate has relied on Consulate General Guangzhou for driver training support, but will send one of its employees to Washington in June to be certified in the Department-standard Smith System of driver safety training. The same employee will attend a course on motor pool operations, which will serve the consulate far into the future.

An OIG inspector conducted a physical inventory of the 22 vehicles listed on the consulate’s Integrated Logistics Management System Inventory of On Hand Vehicles Report dated January 27, 2010. All vehicle identification numbers matched the report, but some data pertaining to makes and models was inaccurate. The OIG team informally recommended that the unit take action to correct the data, coordinating as necessary with the Bureau of Administration’s motor vehicles office.

Facilities Management

The facilities management section maintains U.S. Government-owned and long-term lease properties effectively and efficiently with a relatively small team of skilled staff members. It uses eServices and the Bureau of Overseas Buildings Operations (OBO)-standard automated work order system to receive and manage requests and workload. With basic tasks well in hand, the consulate has turned its attention towards green initiatives that reduce building operating costs and the post’s carbon footprint. The program is well thought out and involves all levels of the consulate staff, thereby increasing buy-in. Facilities management reduces air conditioning and the information technology section programs workstations to go into sleep mode

during off-hours. Facilities management also will begin providing feedback on residential energy consumption to employees to raise awareness and encourage reduction in usage.

At the time of the inspection, facilities management was focused on the recently completed renovation of the 24 U.S. Government-owned Shouson Hill apartments. OBO conducted final acceptance of the project in April 2010, and the consulate began moving employees into the apartments soon thereafter. Since then, occupants have alerted facilities management of leaks around some windows. It is not clear whether the leaks stem from problems related to design, construction, quality control, materials, or a combination of these factors. The U.S.-based contractor sent its project manager back to Hong Kong to assess the nature and extent of the problem. The OBO project director was not at post during the OIG inspection. The consulate believes that the U.S. Government must protect its interests by staying engaged with the contractor, ensuring assignment of local warranty agents for each trade, and working to extend the labor warranty from one year to three years. The consulate also is contracting an independent inspector to examine the tile system to determine whether it is a source of the leaks.

INFORMATION MANAGEMENT AND INFORMATION SECURITY

Consulate General Hong Kong operates a comprehensive information management (IM) program that includes unclassified and classified networks, a radio and telephone program, and an extensive pouch operation. The consulate has an adequate information management and security posture that adheres for the most part to Department IM guidelines and common industry practices. The section is technically competent and service-oriented. Its scores on the 2010 ICASS customer satisfaction survey exceeded regional and worldwide averages and it achieved similarly high scores on OIG's workplace and quality of life questionnaire

The consensus among U.S. direct-hire IM employees, however, is that the section is overstaffed in relation to its workload. The OIG team agrees with that assessment and believes that one American position should be eliminated.

Recommendation 16: Consulate General Hong Kong, in coordination with the Bureau of East Asian and Pacific Affairs and the Bureau of Human Resources, should eliminate position number 55-329000, information management specialist. (Action: Consulate General Hong Kong, in coordination with EAP and DGHR)

Recommendation 17: Consulate General Hong Kong should dispose of excess information management equipment. (Action: Consulate General Hong Kong)

The IM security posture for Hong Kong is significantly different from mainland China in that Consulate General Hong Kong is allowed to use LE staff to support the roughly 360 users on the Sensitive But Unclassified OpenNet system. While the LE staff has done a good job meeting the service needs of OpenNet customers,

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more than half the consulate's unclassified pouch mail going to China, the mailroom has a staff of six to process China pouch mail, as well as serve a pouch mail for Mongolia and Vietnam.

Consulate General Hong Kong serves as the transit hub for the majority of classified pouches coming into China via air and the single transit hub for all classified pouches going into China via train. As with the unclassified pouches, the government of China has imposed size and weight restrictions for all classified pouches destined for China posts. Classified pouch restrictions are as follows: crates are prohibited; a single pouch cannot weigh more than 90 kilograms; no one side of the pouch can be longer than 97 centimeters; and the overall pouch shipment weight must be less than 1,000 kilograms.

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QUALITY OF LIFE

According to several independent surveys, residents living in Hong Kong enjoy a high quality of life. They have access to cultural and recreational activities and medical care. Consulate-provided services, including housing, medical care, and community liaison services were rated highly. Outside employment opportunities and family member hiring also received good scores. The consulate general building is modern, spacious, and centrally located. Furniture and fixtures are adequate. All of these factors contribute to the high morale among personnel serving in Hong Kong. The front office's attention to morale is excellent.

REST AND RECUPERATION TRAVEL

In 2004, the Department determined that living conditions in Hong Kong present difficulties of sufficient severity to justify a rest and recuperation travel benefit. For a three-year assignment, U.S. direct-hires receive two rest and recuperation travel breaks. ELOs on two-year assignments receive one rest and recuperation travel break. According to 3 FAH-1 H-3721.4, all posts that are currently approved for rest and recuperation travel are required to submit documentation every two years to the appropriate regional bureau executive to justify their continued eligibility for this benefit. The last time post updated its justification for receiving this benefit was 6 years ago.

Recommendation 18: Consulate General Hong Kong should submit documentation to the Bureau of East Asian and Pacific Affairs to justify its continued eligibility for its rest and recuperation travel benefit. (Action: Consulate General Hong Kong)

For 29 of its posts that qualify for a rest and recuperation travel benefit, including Hong Kong, EAP has selected Sydney, Australia, as the designated relief area. For Naha, Okinawa, EAP has designated Hong Kong as the relief area. On the face of it, this is a contradiction; it makes no sense to designate a post that qualifies for a rest and recuperation travel break as a designated rest and recuperation relief area. The Naha, Okinawa, rest and recuperation travel benefit could also be based on outdated input. Hong Kong did not qualify for a rest and recuperation travel break until 2003.

Recommendation 19: The Bureau of East Asian Affairs should update 3 FAH-1 Exhibit H-3722(3), which lists the posts and designated relief areas for rest and recuperation travel for the East Asian and Pacific countries. (Action: EAP)

COMMUNITY LIAISON SERVICES

The community liaison office received a high ICASS score of 4.66 on a five-point scale. OIG's survey rated this service higher at 4.77. Community members expressed satisfaction with the coordinators' openness and responsiveness, which also was reflected in the office's high scores on the 2010 ICASS customer satisfaction survey.

There are two coordinators. Each works 24 hours per week. They share responsibility for attending meetings and events, with one concentrating more on following school issues and the other on publicizing events. The consulate community supports and praises the events the community liaison office sponsors. The coordinators have a reputation for keeping their fingers on the pulse of post morale, which appears to be high among American employees and their families.

The spouse employment program at post is successful, with 15 family members working in the consulate and 14 members working in the Hong Kong community. Manpower Inc., a U.S. company with offices located in Hong Kong, has assisted family members in preparing for job opportunities in the local community.

The community liaison office staff praises the support they receive from the CG and the DPO. The CG takes an active interest in community liaison issues and the DPO meets monthly with the staff to discuss the concerns of the community. The management officer meets with the coordinators every other week.

HEALTH SERVICES

Health services received an almost perfect ICASS score of 4.81 on a five-point scale. Responses to OIG's survey also rated management of medical service, access to supplies, and first aid as high. The unit is staffed with a regional medical officer, a U.S. direct-hire nurse practitioner, two local hire nurses, and a secretary. The nurse

practitioner makes quarterly visits to neighboring Consulate General Guangzhou. Beijing-based medical professionals – a psychiatrist, physician, and medical technologists – make sufficient visits to Consulate General Hong Kong.

Access to good local medical care, including hospitals and medical specialists, make Hong Kong an attractive de facto location for medical evacuations. Although Singapore is the designated medical evacuation point for all China posts, personnel often go to Hong Kong for more serious conditions because it is closer and less expensive. In a 12-month period, there were 18 medical evacuations to Hong Kong and 11 were from mainland China. Three staff members were sent to the United States for medical care but no staff was evacuated to Singapore.

SCHOOLS

In Hong Kong, the quality of education received high scores: 4.58 on a five-point scale. Parents assigned to Hong Kong have a choice of 25 schools in which their children can enroll.

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MANAGEMENT CONTROLS

The chief of mission exercises responsibility for certifying management controls on all U.S. mission operations. The August 2009 Annual Chief of Mission Management Controls Statement for Hong Kong and Macau noted that, taken as a whole, the system of management controls was effective and provided reasonable assurance that management control objectives were achieved. The OIG team, however, found management control weaknesses, described below.

CONSULAR MANAGEMENT CONTROLS

The OIG team's review of the consular management controls found them generally to be in excellent shape. Access into the consular section is controlled. Accountable items are well secured. Accountable officers are designated in writing. Appropriate adjudication review of visa decisions is being carried out. Consular automated systems are up-to-date. The consular shared tables are current and user roles are correctly assigned and maintained.

A visa referral policy is in place and new section chiefs and agency heads are appropriately briefed on visa referrals as part of their check-in process upon arriving at post.

The consular cashier performs her duties appropriately and the accountable consular officer verifies collections. There are two back-up cashiers who fill in on an as-needed basis. There is no regular schedule of rotating the back-ups into the cashier position to keep them fresh with the current procedures. The second back-up cashier does not have a cash advance. The OIG team made an informal recommendation to rectify this.

An exception to the otherwise excellent management controls relates to the machine readable visa fee collections. The fees are collected under a memorandum of understanding with a local bank and transferred to a consulate account. However, the accountable consular officer is not performing periodic comparisons of fees collected with the actual number of visa applications as required in 7 FAH-1, H-744. The OIG team made an informal recommendation to correct this.

GENERAL SERVICES

Knowledgeable personnel, defined processes, a high level of automation and active participation of U.S. direct-hire supervisors contribute to adequate management controls in the general services office. WebPASS applications require approvals by authorized personnel and allow appropriate action and visibility throughout each process. The supervisory general services officer is conducting unannounced monthly verifications of the subcashier's funds and certifying them properly. The assistant general services officer in her role as accountable property officer is spot-checking expendable and nonexpendable inventories, but is not documenting them. The OIG team informally recommended that the assistant general services officer document her spot-checks in accordance with 14 FAH-1 H-413.2.

LIST OF RECOMMENDATIONS

- Recommendation 1:** Consulate General Hong Kong should institute regularly scheduled meetings between post management and the locally employed staff association. (Action: Consulate General Hong Kong)
- Recommendation 2:** Consulate General Hong Kong should resume its regular coordination meetings on economic and commercial issues. (Action: Consulate General Hong Kong)
- Recommendation 3:** Consulate General Hong Kong, in coordination with the Bureau of East Asian and Pacific Affairs, should request, and the Bureau of Human Resources should approve, the elimination of two entry-level officer positions in the economic and political section (position numbers 25451014 and 10015442) when the incumbents complete the tours. (Action: Consulate General Hong Kong, in coordination with EAP and DGHR)
- Recommendation 4:** Consulate General Hong Kong should authorize the chief of the economic and political section to review and release most cable traffic without first obtaining front office clearance. (Action: Consulate General Hong Kong)
- Recommendation 5:** Consulate General Hong Kong, in coordination with the Bureau of East Asian and Pacific Affairs and the Bureau of Human Resources, should remove the language requirement for economic officer position 20-309000. (Action: Consulate General Hong Kong, in coordination with EAP and DGHR)
- Recommendation 6:** Consulate General Hong Kong, in coordination with the Bureau of East Asian and Pacific Affairs and the Bureau of Human Resources, should eliminate professional associate position number 97-000085 upon the incumbent's departure. (Action: Consulate General Hong Kong, in coordination with EAP and DGHR)
- Recommendation 7:** Consulate General Hong Kong, in coordination with the Bureau of Consular Affairs and the Bureau of Human Resources, should change the grade of consular chief position 30118001 from FE-OC to FS-01. (Action: Consulate General Hong Kong, in coordination with CA and DGHR)

Recommendation 8: Consulate General Hong Kong, in coordination with the Bureau of Consular Affairs and the Bureau of Human Resources, should change the grade of the immigrant visa chief position 31392000 from FS-03 to FS-04. (Action: Consulate General Hong Kong, in coordination with CA and DGHR)

Recommendation 9: Embassy Beijing should establish a regional fraud coordinator at Consulate General Guangzhou to oversee the fraud prevention program in Hong Kong and throughout China. (Action: Embassy Beijing, in coordination with Consulate General Hong Kong)

Recommendation 10: Consulate General Hong Kong should rescind its request for an assistant regional security officer-investigations position. (Action: Consulate General Hong Kong)

Recommendation 11: Consulate General Hong Kong should implement procedures in the human resources section that allow customers to use eServices to submit their own requests and complete surveys. (Action: Consulate General Hong Kong)

Recommendation 12: Consulate General Hong Kong should select a Federal Women's Program coordinator. (Action: Consulate General Hong Kong)

Recommendation 13: Consulate General Hong Kong should seek guidance from the Office of Civil Rights on establishing and implementing an active Federal Women's Program. (Action: Consulate General Hong Kong)

Recommendation 14: Consulate General Hong Kong should administer and assign the five U.S. Government-owned housing units in accordance with current Department guidelines. (Action: Consulate General Hong Kong)

Recommendation 15: Consulate General Hong Kong should terminate its Shou-son Hill shuttle service, which is based on convenience rather than unavailability of public transportation. (Action: Consulate General Hong Kong)

Recommendation 16: Consulate General Hong Kong, in coordination with the Bureau of East Asian and Pacific Affairs and the Bureau of Human Resources, should eliminate position number 55-329000, information management specialist. (Action: Consulate General Hong Kong, in coordination with EAP and DGHR)

Recommendation 17: Consulate General Hong Kong should dispose of excess information management equipment. (Action: Consulate General Hong Kong)

Recommendation 18: Consulate General Hong Kong should submit documentation to the Bureau of East Asian and Pacific Affairs to justify its continued eligibility for its rest and recuperation travel benefit. (Action: Consulate General Hong Kong)

Recommendation 19: The Bureau of East Asian Affairs should update 3 FAH-1 Exhibit H-3722(3), which lists the posts and designated relief areas for rest and recuperation travel for the East Asian and Pacific countries. (Action: EAP)

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INFORMAL RECOMMENDATIONS

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

Public Affairs

The public affairs section's 13 locally employed staff are skilled and experienced. Nonetheless, the section might be overstaffed.

Informal Recommendation 1: Consulate General Hong Kong should review whether the public affairs section is staffed with the appropriate number of locally employed staff, particularly in comparison with the political and economic section.

The titles of the three Information Resource Center staff do not reflect their current functions, including outreach and Web site management.

Informal Recommendation 2: Consulate General Hong Kong should change the designation of the Information Resource Center staff to reflect current responsibilities.

Consular

There is no consular section training officer.

Informal Recommendation 3: Consulate General Hong Kong should establish a training officer in the consular section to track, support, and enforce required and optional training among all employees within the section.

Macau officials do not notify the consulate general when an American is detained.

Informal Recommendation 4: Consulate General Hong Kong should encourage U.S. law enforcement agencies to remind their Macau counterparts of the importance of consular notification and to stay alert to information about detained American citizens that could be conveyed to the consular section.

Management

The OIG team observed the locally employed staff association's dissatisfaction with the human resources section's support. The association would like better communication with the human resources office.

Informal Recommendation 5: Consulate General Hong Kong should schedule regular meetings between the human resources section and the locally employed staff association.

The Office of Civil Rights encourages posts to nominate and select a local employee as a liaison on EEO issues to ensure that LE staff are aware of EEO processes.

Informal Recommendation 6: Consulate General Hong Kong should advertise and select a local employee to become the Equal Employment Opportunity liaison.

The ICASS council is not preparing meeting minutes to document discussions and decisions, and to serve as a reference for succeeding councils. This is contrary to the basic ICASS principle of transparency.

Informal Recommendation 7: Consulate General Hong Kong should prepare minutes for its International Cooperative Administrative Support Services council meetings and publish them on its SharePoint site.

Delivery of some goods and services processed in WebPASS Procurement bypass the receiving clerk. Without a receiving report in WebPASS, financial management is unable to indicate final payment; the procurement unit also needs notification of the receiving report to close out the purchase order properly.

Informal Recommendation 8: Consulate General Hong Kong should develop and implement a system that relays final payment data to the procurement section for proper close-out of purchases.

Consulate General Hong Kong has six chauffeurs and 22 vehicles assigned to its motor pool in a city with a first class public transportation system and reasonably priced taxi service. A review of its human resources and vehicle assets in the context of the mission requirements and vehicle usage policy is necessary to align them properly.

Informal Recommendation 9: Consulate General Hong Kong should conduct a review of its vehicle and driver assets and take action necessary to align them with mission requirements.

The Department requires posts to input accurate information on motor vehicles in the Integrated Logistics Management System. Consulate General Hong Kong's data contains a number of errors.

Informal Recommendation 10: Consulate General Hong Kong should correct erroneous data on its vehicles in the Integrated Logistics Management System.

[illegible]

Informal Recommendation 11:

The accountable property officer is not documenting inventory spot-checks by posting the results to property records as required by 14 FAH-1 H-413-2.

Informal Recommendation 12: Consulate General Hong Kong should post inventory spot-check results to property records as required by 14 FAH-1 H-413.2.

Back-up consular cashiers do not have scheduled rotations as consular cashier.

Informal Recommendation 13: Consulate General Hong Kong should establish a regular schedule for the back-up consular cashiers to serve as consular cashier once a month. Each back-up cashier should have an individual cash advance.

The accountable consular officer is not performing periodic comparisons of fee collections and nonimmigrant visa applications.

Informal Recommendation 14: Consulate General Hong Kong should conduct fee collection comparisons as required in 7 FAH, H-744.

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PRINCIPAL OFFICIALS

	Name	Arrival Date
Consul General	Stephen M. Young	03/10
Deputy Principal Officer	Chris Marut	07/07

Chiefs of Sections:

Administrative	William Rada	08/08
Consular	Hugh Williams	08/09
Economic/Political	Martin Murphy	07/09
Public Affairs	Joseph Bookbinder	08/09
Regional Security	Peter Carlson	07/09

Other Agencies:

Foreign Agricultural Service	Philip Shull	08/06
Office of Liaison Administration	Alexander Butterfield	09/09
Foreign Commercial Service	Andrew Wylegala	08/08
Criminal Investigation Division, IRS	William Cheung	08/09
Drug Enforcement Administration	Andrew Malanga	11/09

Legal Liaison Office	Nelson Low	03/06
Ship Support Office	Timothy Lott	06/08
U.S. Immigration and Customs	Tatum King	05/08
U.S. Customs and Border Protection (CBP)	Richard Powell	07/06
U.S. Secret Service	John Johnson	02/05

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ABBREVIATIONS

CA	Bureau of Consular Affairs
CG	Consul general
CIS	U.S. Citizenship and Immigration Services
Department	U.S. Department of State
DPO	Deputy principal officer
EAP	Bureau of East Asian and Pacific Affairs
EEO	Equal Employment Opportunity
EFM	Eligible family member
ELO	Entry-level officer
ICASS	International Cooperative Administrative Support Services
IM	Information management
LE	Locally employed
MSRP	Mission Strategic Resource Plan
NGO	Nongovernmental organization
OBO	Bureau of Overseas Buildings Operations
OIG	Office of Inspector General
OMS	Office management specialist
PAS	Public affairs section
PAO	Public affairs officer

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