

**AUDIT
OF
THE CANADIAN EMBASSY**

STOCKHOLM

FEBRUARY 2002

Audit Division (SIV)

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
MANAGEMENT OF THE MISSION	3
1.1 Overview	3
1.2 Committee of Mission Management (CMM)	4
GENERAL RELATIONS PROGRAM	7
2.1 Overview	7
INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM	8
3.1 Overview	8
3.2 Management of the IBD Program	8
3.3 Providing Operational Support to Canadian Businesses	10
3.4 New Approach	12
CONSULAR PROGRAM	15
4.1 Management of the Program	15
4.2 Service to Canadians Citizens	15
4.3 Passports and Citizenship	16
4.4 Honorary Consuls	16
ADMINISTRATION PROGRAM	18
5.1 Management of the Program	18
5.2 Human Resources	18
5.3 Physical Resources	23
5.4 Finance	28
5.5 Information Management	34
APPENDIX A	35
MISSION RESOURCES FACT SHEET	35

EXECUTIVE SUMMARY

An audit of the General Relations, International Business Development (IBD), Consular and Administration Programs was conducted in Stockholm during the period March 19 to 23, 2001. The previous audit of the Mission took place in February 1996.

MANAGEMENT OF THE MISSION

Generally, staff are hard working, dedicated and professional employees, working together to meet all Program objectives. The HOM arrived in 1999 and initially had frequent and lengthy absences from the Mission as a result of his concurrent responsibilities with five International Committees with whom he represents Canada's interests. However, the number of concurrent responsibilities have diminished and his absences are becoming less frequent. Based on the audit conducted, it was determined that Mission Programs are well managed.

GENERAL RELATIONS PROGRAM

The General Relations Program is well managed. It carries a heavy workload and pressure is constant especially at the time of the Swedish EU Presidency.

INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM

The Commercial Section is functioning well and delivering services using the New Approach. Both trade and investment activities are covered by a capable team that works in a very collegial and professional environment. The IBD Program is central to Mission activities and is well managed.

CONSULAR PROGRAM

The Program is well managed. Effective Consular services are provided to clients on a timely basis.

ADMINISTRATION PROGRAM

The Program is generally well managed. The Program supports the financial operations for the Missions in three Baltic states. The Section is becoming more service oriented and should continue focussing on building better relationships with its clients.

There is a need for the MCO to concentrate on resolving long standing Locally-Engaged Staff (LES) issues. The MCO should develop work plans that better

outline to his staff and to the HOM planned activities. The Mission has instituted both bank and post office transfers to minimize the use of cheques.

RECOMMENDATION STATUS

This report contains a total of 35 recommendations, of which 32 relate to the Mission and 3 relate to Headquarters. Given the responses received from the Mission 29 recommendations have been implemented, 2 recommendations are in process and 1 recommendation has not been implemented. The Mission indicated it is not in agreement with recommendation 5.4.16. Headquarter responses indicate that the 3 recommendations related to it have been implemented.

MANAGEMENT OF THE MISSION

1.1 Overview

1.1.1 The HOM arrived at the Mission in 1999 with a very heavy and demanding workload because of his concurrent responsibilities with the Red Cross and Red Crescent Conference, UN Terrorism Committee, Group of International Advisers to the ICRC, the ICJ Use of Force Case, and the International Criminal Court (ICC). These are Government priorities he had been assigned prior to assuming his role as HOM. These responsibilities initially required frequent and long absences from the Mission. However, over time, some of the responsibilities have diminished and his absences from the Mission are becoming less frequent. Two responsibilities have ended (Red Cross and Red Crescent Conference and UN Terrorism Committee) while the ICRC requires minimal time, two meetings a year for two and a half days each. The ICJ Use of Force Case has been dormant since July 2000 and will remain so until April 2002. The ICC is by far the most time-consuming and is of indefinite duration.

1.1.2 The HOM provided the Audit Team with a compendium of his travel away from the Mission. The number of days he was away from the Mission since September 1999 is as follows:

- September 1, 1999 to December 31, 1999 - 41 days
- January 1, 2000 to December 31, 2000 - 113 days
- January 1, 2001 to March 31, 2001 - 12 days

1.1.3 Because of the HOM's absence, considerable reliance is placed on the IBD Program Manager and General Relations Program Manager who both serve as Chargé d'affaires on a rotational basis. These two Program Heads are designated as Chargé for periods of three months as required. Being away from the Mission for 113 days in 2000 obviously has had an impact on all parties. There is also the immediate time before and after each trip that pre-occupies the HOM's time. To compensate for these absences, the HOM provided each Program Manager with a copy of his Accountability Document and each Program Manager, in consultation with the HOM, prepared a Performance Agreement outlining clear objectives to be achieved in their respective programs.

1.1.4 High level visiting missions have been frequent in recent years and are positively received. Significant resources are required for important periods and this has a considerable affect on program delivery. Annual VIP visits (e.g., the Deputy Minister Country Champion for Investment), the Prime Minister's visit, the Canada-EU Summit and the annual Canadian Swedish Business Association Conference, all occurring during June 2001, will stretch Mission resources beyond previous levels.

1.1.5 The Mission's responsibilities also incorporate the support for Canada-EU agenda for the Swedish EU Presidency from January 1 to June 1, 2001 that will culminate with the late June Summit attended by our Prime Minister, Foreign Affairs Minister and Trade Minister. This will impact significantly on all programs as the Mission prepares for the Summit (i.e., policy, operations/logistics, and media coordination responsibilities).

1.2 Committee of Mission Management (CMM)

1.2.1 Program Managers rely on the CMM where the Management Team discusses program activities. Over the past 15 months, there have been 10 CMM meetings. It is important to have CMM meetings more frequently. Program Managers need to discuss objectives and work plans regularly to assess progress and share information.

Recommendation for the Mission

1.2.2 The CMM should meet more frequently.

Mission Response

1.2.2 As of September 1, 2001 the CMM meets bi-weekly.

Staff Work Plans

1.2.3 The IBD Program Manager and Political Economic Counsellor have developed work plans with each of their staff that outline objectives. These are discussed at regular meetings. The First Secretary Administration Consul meets regularly with his staff. However, clear objectives and work plans have not been outlined for his staff.

Recommendation for the Mission

1.2.4 The First Secretary Administration Consul should develop clear objectives and work plans for his staff.

Mission Response

1.2.4 Each year the MCO has obtained work plans from each member of his staff. The MCO will ensure that these plans are fully discussed with each employee and that clear objectives are set and reviewed at mid and year-end.

Employee Couple

1.2.5 The IBD and General Relations Program Managers are an employee couple and act as Chargé on a rotational basis. Because of the frequent absences of the HOM, the additional pressures of managing the Mission and their programs are felt by both. Finding time to spend annual leave together is a challenge.

Recommendation for HPF

1.2.6 Employee couples are better suited for larger missions with more backup resources.

HPF Response

1.2.6 HPF has discussed the situation with the HOM. The proposed replacements for the IBD and General Relations Program Managers in the summer of 2002 are not for an employee couple. That said, it should be underlined that the pressures on the assignment process regarding employee couples all run in the opposite direction. We are under great pressure to facilitate careers by finding postings for both members of employee couples. Further, the number of such employee couples has risen dramatically in recent years, to a point where your recommendation that such assignments should be restricted to "larger missions with more backup resources" would mean that our ability to assign employee couples would fall far short of what would be required. In the vast majority of cases, one of the employees would have to agree to go on Leave Without Pay. In our experience, employee couple assignments have generally worked well, even in smaller missions; the situation in Stockholm was unique and aggravated by the frequent absences of the HOM. We would not expect such difficulties to arise very frequently in other instances of employee couples assigned together.

Social Secretary Position

1.2.7 Responsibilities have been added to and deleted from the Social Secretary position since 1991. This has led to a widely variable role over the years and under utilization with the current configuration. With an additional temporary position for the duration of the EU Presidency (January to June 2001), the daily media scan has been re-designated. The Canada-Based Secretary is responsible for all arrangements regarding the HOM's international travel and the Social Secretary handles the HOM's social schedule and spends approximately 10% of her time on consular back-up duties. While the incumbent has questioned the classification level, the position and its duties

should be examined to determine if a contribution could be made to other programs, such as the insufficiently resourced General Relations Section.

Recommendation for the Mission

- 1.2.8 The job description should be updated to reflect actual duties and new duties added to fully utilize the position.**

Mission Response

- 1.2.8 The job description is currently under review in consultation with the incumbent and, once completed, the Mission Classification Committee will meet to assess whether a revision to the classification level is required. The recommendations of the Classification Committee will be provided to the employee.**

GENERAL RELATIONS PROGRAM

2.1 Overview

2.1.1 The Counsellor (FS-02) is responsible for overall management of the General Relations Program. Her responsibilities incorporate the support for the Canada-EU agenda for the Swedish EU Presidency that concludes with the Summit in late June, attended by the Canadian Prime Minister, Foreign Minister and Trade Minister. She is supported by a Public Affairs/Information Officer (LE-08) and a General Relations Officer (LE-09), a term position that expires June 30, 2001. The term position is providing support during the period of the Swedish EU Presidency.

2.1.2 The General Relations Program is well managed. Because of the HOM's concurrent responsibilities, he has placed considerable reliance on the Counsellor as Chargé and as an adjunct in carrying out some HOM responsibilities in the Political and Cultural/Public Affairs Program. The workload is heavy and the pressure is constant, particularly with the Swedish EU Presidency at this time and the coming Summit this June.

INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM

3.1 Overview

3.1.1 The IBD Program in Stockholm is headed by the Commercial Counsellor who arrived at the Mission in 1998 and occupies the sole Canada-Based trade position. The IBD program has four Commercial Officers (CO), two Commercial Assistants (CA) and a Senior Secretary who is shared with the Political Program. Six of the seven LES were hired recently (within the last two years), with the exception of one CO who has been at the Mission for 10 years. The Commercial Counsellor has renamed the positions of the Commercial Officers and Assistants to reflect their broader role of investment as well as trade work. Staff refer to them as Business Development Officers and Assistants (BDO/BDA), although this change is not indicated formally on the Mission organizational chart.

3.1.2 The Commercial Section has responsibility for all of Sweden. However, the IBD work for southern Sweden is shared with Copenhagen. Although the rationale for sharing was not clear originally and there were some initial reservations, there is agreement that the relationship is working satisfactorily. The Nordic and Baltic countries operate independently of the Swedish IBD Program. Each office services similar sectors and all officers work collaboratively.

3.1.3 Canadian and Swedish business activities are increasing. Similarities in business culture, demographic and environmental factors contribute to business exchanges. Swedish foreign direct investment in Canada has been increasing significantly over the past decade and Canadian investment in Sweden has grown at the fastest rate in Europe. Strategic Business Development Plans are in place reflecting the priority sectors and are aimed at raising the profile of SMEs visiting Sweden.

3.2 Management of the IBD Program

3.2.1 The IBD Program is under solid leadership and management and is functioning well. It is recognized that IBD is the main program driving the Mission. The Commercial Counsellor is acting in an EX-01 position and has an Executive Group Performance Agreement.

3.2.2 Because of the HOM's concurrent responsibilities, he has placed considerable reliance on the Commercial Counsellor as Chargé and as an adjunct when conducting some HOM responsibilities such as the corporate liaison program, investment promotion and strategic alliances. The Counsellor has embraced these opportunities with recognized success and his high performance level is acknowledged in his Performance Agreement. His augmentation of the Canadian Swedish Business

Association (CSBA) in both Sweden and Canada is also cited as further evidence of his achievements. In addition, he has an Investment Promotion Strategy Plan with a Corporate Liaison Program targeting at least two visits per month which is being achieved. That said, the shared responsibilities of Chargé do diminish his time to manage the IBD Program. Consequently, he has redistributed some of his operational responsibilities to his staff.

3.2.3 As Program Manager, the Commercial Counsellor has good managerial controls in place. Morale and satisfaction are high among staff of the section. He has adopted a mentor role with certain staff members and, during the annual performance appraisals, mutually agreed objectives are set and then evaluated. All appraisals are up-to-date. Semi-annual reviews are a goal the Manager is striving for.

3.2.4 The regular staff meetings held every two weeks are regarded positively as a communication mechanism. Both the frequency and duration of these meetings are considered appropriate. A one-day annual retreat away from the office is held. The Commercial Counsellor has an open-door policy for his program staff as well as for all staff at the Mission, which is welcomed and used.

Personnel

3.2.5 Six of the seven Commercial Section staff have been hired under the present Commercial Counsellor and have been selected for their sector expertise, capabilities and initiative. Each officer manages her/his own portfolio which allows the Commercial Counsellor to focus on investment. All four Commercial Officers are at the LE-09 level, while the two Commercial Assistants are at the LE-05 level and, therefore, movement may be limited.

3.2.6 Each officer is responsible for his/her own portfolio with specific priority and secondary sectors. Two officers have recently assumed additional sectors from the Commercial Counsellor to allow him to devote more time to other responsibilities. Each BDA handles the general inquiries for two BDOs. One BDA serves as an information officer, handling and circulating the incoming written general requests; he is also the WIN Champion.

3.2.7 IBD information sources in English are limited and, therefore, Swedish language abilities are advantageous. All of the LES trade staff are Swedish speaking, three of whom are Swedish Nationals. The Mission Social Secretary/Consular Assistant has customarily performed a morning synopsis of the Swedish media for all programs, however, this function has been assumed by the temporary position of the General Relations Officer who will discontinue this service as well as his employment on June 30, 2001 at the completion of his responsibilities for the Swedish-EU Presidency. In light of this, the application of translation software packages should be explored. Although imperfect, these methods are improving and may be sufficient for a daily initial topical scan.

Recommendation for the Mission

- 3.2.8 The Mission should, in consultation with TCE, consider the application of translation software packages.**

Mission Response

- 3.2.8 The Mission has consulted with TCE to explore options for acquiring software translation packages. Unfortunately, a Swedish translation software tool is not available through SXCI, and funds are not available in the Mission budget to procure an online translation package, even if it were available and deemed to be a priority.**

3.3 Providing Operational Support to Canadian Businesses

Resources

3.3.1 The hospitality allocation for the Commercial Section has remained stable for several years. In addition to his own hospitality events, the Counsellor contributes to large events at the Mission. For the IBD Program as a whole, he often co-hosts and shares costs with companies. In addition, staff of the Commercial Section are reimbursed for their networking expenditures, although the amounts claimed to date are relatively small. The travel budget has been sufficient, but an increase in out calls by the Commercial Section will necessitate increases in travel and hospitality funds.

3.3.2 As the New Approach becomes more entrenched within the Section, officers will make more out calls (i.e. border-in and border-out) and will require more travel and hospitality funds. Tools to enable officers to work away from the office more often could be utilized to advantage. For example, cellular phones are the business standard in a country leading the world in wireless communication and would facilitate work outside the office, as would remote Internet access. This problem is not specific to Stockholm, but appears to be one common to most missions.

Recommendations for the Mission

- 3.3.3 The Commercial Section should track the costs associated with the implementation of the New Approach and periodically report to HQ (functional and geographic bureaux) any shortfalls in its travel and hospitality budget and the effect on further implementation of the New Approach.**
- 3.3.4 The provision of tools such as cellular phones and remote access to Internet should be considered to foster greater mobility of staff.**

Mission Responses

- 3.3.3** The Commercial Section has begun to track more closely the associated costs of implementing the New Approach and will report its findings to REN/REB at the end of the current fiscal year. If additional travel and/or hospitality funds are needed, the Mission will submit a request to RAM accordingly.
- 3.3.4** All Business Development Officers have been offered cellular phones, to be used for work-related purposes. As Stockholm has been selected as a pilot Mission for the implementation of Signet Remote Access, the CMM will contemplate whether any members of the LES should be considered for remote access in the FY 2002-2003, budgets permitting.

Client and Contact Lists Management

- 3.3.5** The Mission WIN, Outlook and ACCESS are used to maintain local contact lists. Efforts have been made to centralize the contact lists for the entire Mission and to remove inactive names. However, this task has not been completed.

Recommendation for the Mission

- 3.3.6** The Mission should integrate its local contact lists for the entire Mission.

Mission Response

- 3.3.6** Once the pending decision by HQ is made regarding the chosen platform to replace WIN Exports Online and Mission WIN as our business client databases, the Mission will be in a better position to implement a cost effective plan to integrate our local contacts across all programmes into one central database.

3.4 New Approach

3.4.1 The Commercial Officers are committed to the New Approach for service delivery. As noted, the IBD Program staff have assumed their position recently and consequently were not exposed to the world-wide New Approach training. Interest in the next wave of training is explicitly expressed and would be beneficial to reinforce delivery standards.

3.4.2 It is recognized that the number of new clients coming to Sweden has been declining, particularly among SMEs. The Mission is addressing the situation by

increasing out calls, participating in major trade shows, NEXOS missions and Nordic journalist tours, for example.

3.4.3 Each year, the officers have increased their use of the Post Support Unit mainly for advice on problematic cases such as suspected global inquiries and guidance replying to some requests. The Unit is seen as a good resource.

3.4.4 Stockholm participated in both Client Surveys and received positive ratings from business and partner-clients both years. All staff are familiar with the results of the latest Client Survey and met with the Program Manager to review the outcome. Commercial Officers have been encouraged to increase the number of calls to local companies throughout the territory and to increase participation in major European trade shows and events. Indications are that additional direction, guidelines and training from TCS could be beneficial in Stockholm, the same situation as occurs at other missions.

3.4.5 WIN Online is used by all the trade staff to track service delivery. WIN Online is operable, albeit slower than would be optimal. Training for the new Mission WIN Champion is desired. Other resources and tools, such as IBOC, Dow Jones Interactive and CITRIX are used by staff. For the latter two applications, access, speed and stability are not ideal and cause frustration contributing to disuse. The observation was made that Dow Jones Interactive and CITRIX are not easy to use and some type of training would be advantageous.

3.4.6 Three staff participated in shadow-training on the CITRIX application and rated this technique positively. Because training on TAMS was completed just prior to the audit visit, and the system was introduced on April 1, 2001, it was not possible to comment on whether the system functions properly and generates pertinent information for decision-making at the Mission.

Recommendation for TCS

3.4.7 Additional New Approach training should be provided to Mission staff. Other training requests should be considered.

TCS Response

3.4.7 Supplementary training on the New Approach is being planned for this fall/winter. TCS will undertake reinforcement workshops at selected posts by the end of the fiscal year. This recommendation will be taken into consideration when determining the priority list of posts. Also, two, and possibly three, Stockholm trade staff will take the one-week training session for new LES that will be held in Ottawa this Fall. Soon there will be two additional electronic

resources to support professional development objectives at the post: a New Approach introductory course will be available on the CFSI Virtual Campus in the fall 2001 and the reconfigured HORIZONS intranet site will be released in December 2001.

Mission Comment

3.4.7 Three LES Commercial staff participated in the training/outreach sessions in Canada, in October and November 2001, and the Mission will submit an application to TCS/TCM for the remaining eligible LES member to participate in the session planned for March 2002.

3.4.8 The Business Mission Agreement has not been used often in handling visit requests from partner-clients. Discussions with the Post Support Unit would be helpful in increasing its application to control the impact of visits on program delivery. The Business Mission Agreement is intended to help control the organization of business visits and would articulate the responsibilities and obligations of both parties. Its application could be particularly useful when requests are made on short notice and it is difficult to adjust other commitments. The Post Support Unit provides clarification of the Business Mission Agreement and TCS offers tangible support if visitors offer resistance.

Recommendation for the Mission

3.4.9 The Commercial Section should contact PSU for clarification about the use of the Business Mission Agreement.

Mission Response

3.4.9 The Commercial Program Manager has sought clarification from PSU and TCS representatives regarding the appropriate use of the Business Mission Agreement, and will make use of this tool for the next applicable Business Mission to Sweden.

CONSULAR PROGRAM

4.1 Management of the Program

4.1.1 The Consular Program is effectively managed by the MCO, an experienced officer, while day-to-day operations are conducted by an LE Consular Officer, a Canadian citizen. Two LES are assigned as back-up employees to the Consular Officer, the Receptionist and the Social Secretary. All three have attended Consular training courses conducted by JPDT. The HOM Secretary is designated as the Vice Consul. The Consular Program supports the Baltic Spoke Missions in Riga, Tallinn and Vilnius.

4.1.2 As the Vice Consul, the HOM Secretary supports the Program by acting as back-up to the MCO, approving passport applications and maintaining the passport inventory in the Registry. She has access to COSMOS, enters case notes and updates the PMP passport inventory. This is a good mix of resources for a Mission such as Stockholm, and designating the HOM Secretary as Vice Consul is a particularly good approach to ensure adequate coverage of the Program. It also enhances the work package of the HOM Secretary. The Consular Officer has been delegated signing authority for notarial services and signs the bulk of such documents. The MCO and Vice Consul sign as required.

4.1.3 In addition to the general Administration and Consular staff meeting, the MCO and Consular Officer meet as required to discuss Consular cases. The MCO is always prepared to actively participate in more complex cases. The Consular Officer is in regular contact with the Spoke Missions by telephone or e-mail, and provides day-to-day coaching on Consular operations. She is the first point of contact for the Spoke Missions. Both the MCO and the Consular Officer assist staff at the Baltic Missions and travel there on an annual basis.

4.2 Service to Canadians Citizens

4.2.1. The Mission follows the JPD Consular Service Standards. The Mission website contains a detailed list of services and has links to other relevant websites such as CCRA, CIC, the Swedish Embassy in Ottawa, and the Consular guidelines on the Department website. Clients are well informed of available services.

4.2.2 The Consular workload generated by the Baltic Missions is manageable. Passport applications are accepted at the Spoke Missions and are forwarded to the Hub Mission for entry in PMP. Completed passports are then returned to the Spoke Missions for delivery. The passport and Consular workload generated by the Spokes does not significantly add to the Hub workload.

4.2.3 After hours emergency calls are automatically re-routed to the Department Watch Office in Ottawa and either the MCO or Consular Officer is contacted as required. As a precaution, particularly given the small number of CBS and frequent absences, the Mission has an up-to-date Duty Officer Kit which contains pertinent emergency information for staff when the MCO is absent. CAMENT is used to track all Consular cases, including those of the Spokes, for which Stockholm enters the records. Riga has access to COSMOS. COMIP records are up-to-date for the Mission, the Spoke Missions, and the two Honorary Consuls.

4.3 Passports and Citizenship

4.3.1 Each month the Mission issues 30 to 40 passports and assists Canadians to complete 5 to 10 citizenship applications. A total of 327 passports were issued last year and 160 citizenship applications were filed. *** The Consular Officer issues most passports herself, rarely requiring assistance from the MCO or the back-up employees, except during her absence. The Receptionist provides the necessary application forms and collects submissions from applicants. Service Standards are met with passports issued in five days or less. The Mission is using PMP to process all passport applications. The HOM Secretary, responsible for maintaining the Mission inventory of passport materiel, enters all required data into PMP. There were no discrepancies found from the material on hand and the PMP records.

4.3.2 The Audit Team noted that neither the Consul nor the Vice Consul review the completed passport against the application before they issue the passport. There is the risk that errors or fraud may not be detected until after the applicant has received the passport. The accepted practice is to examine both the passport and the application before approving and issuing the passport.

Recommendation for the Mission

4.3.3 Passports and the passport applications should be examined together before the passport is issued.

Mission Response

4.3.3 The Mission has immediately implemented a procedure of examining each passport and application together prior to its issuance.

4.4 Honorary Consuls

4.4.1 The Mission is responsible for the Honorary Consuls located in Göteborg and Malmö. The scope of the audit did not include visits to the Honorary Consuls. The Mission is satisfied with the services provided by the Honorary Consuls, whose staff

provide services in both official languages. *** He has agreed to stay active until the Mission can find a replacement.

ADMINISTRATION PROGRAM

5.1 Management of the Program

5.1.1 The MCO has developed work plans and has provided copies to the HOM and other Program Managers. He meets with the HOM regularly to review work and is part of the CMM when it meets. The MCO is also a member of the LES Classification Committee, the Housing Committee and the Contract Review Board. The MCO has initiated many improvements to the administrative services since his arrival.

5.1.2 The MCO meets weekly with all his staff to review work progress and discuss plans. He has not, however, provided clear objectives and work plans to his staff. Without these, staff tend to wait for direction rather than formulate their own work.

5.1.3 There is a need for the MCO to concentrate his efforts on long standing Human Resource issues. Three issues, reported in the Human Resources portion of the audit report, are causing confusion and difficulty for both CBS and LES. The Audit Team is concerned that the Department is calculating and applying severance payments incorrectly for the Mission. The calculation that has been used for the past six years is more generous than in previous years, and it has raised LES expectations. A second issue concerns a return of employer contributions from the local pension company to the Mission. The return of funds, and how it is to be used, has not been clearly explained to the LES. In both these cases, there is a need for the MCO to increase his efforts to resolve them. The final issue concerns three different versions of the LES Handbook, none of which are current.

5.1.4 The Physical Resources function is well run and the Mission has adequate office space and a portfolio of Staff Quarters (SQ). The audit report notes that the MCO should utilize the MPMP for long term strategic planning for all Mission properties.

5.1.5 The Finance, Information, and Security Functions are well managed by the MCO and supported by competent staff. The Mission is a Hub for three Spokes in the Baltic cities of Riga, Tallin, and Villnius and an up-to-date MOU provides guidelines for this relationship.

5.2 Human Resources

5.2.1 The MCO effectively manages the Human Resources function and is supported by the LES Accountant for routine activities. The LES Committee communicates with Mission Management through its regular meetings. The Mission recently completed a workload analysis, resulting in work shifts between various employees to ensure essential work is completed during the temporary absence of

others. There has also been recent recruitments and internal movement of staff between programs. The Mission encourages movement of LES between programs and the development of staff into positions of increased responsibility. Since the previous audit, the Mission has hired employees in various positions adding a good balance to the existing staff.

5.2.2 A review of position descriptions and interviews with staff indicated that some LES have positions with overlapping duties. Following the Mission's workload analysis some employees still remain dissatisfied with their position description and current classification. Some position descriptions appear to overstate the percentage of time spent on particular duties. The Receptionist and the Social Secretary positions, for example, both state that 20% or more of their time is spent on Consular activities. These are back-up positions and Consular activities are performed only in the absence of the Consular Program Officer. Back-up duties do not require such a high percentage allocation and do not justify reclassification.

Recommendation for the Mission

5.2.3 Review the position descriptions of the Social Secretary and the Receptionist to ensure that back-up duties reflect correct percentages of time allocated to these activities.

Mission Response

5.2.3 The percentage of time involved in consular back-up in both the Receptionist and Social Secretary job descriptions has been reviewed and adjusted to reflect the actual amount of time involved in consular back-up.

Staff Relations

5.2.4 There is uneven morale among the LES attributable in part to the confusion over severance benefits, the LES Handbook, and the local pension fund. These issues have, in some cases, been long standing and are the subject of considerable discussion between the LES and Management. The LES Committee has been dealing with the MCO and other CBS on some of these issues for over two years. The LES require closure to these ongoing issues. The MCO should develop an action plan with a communication strategy that will address the issues of severance calculation, pension contribution returns and the LES Handbook.

Severance Calculations

5.2.5 Since the early 1990's, employees have received severance payments on separation or retirement based on a calculation of one month per year of service to a

maximum of eighteen months. A review of records and interviews with staff indicated that this benefit has increased from a severance calculation of one week per year of service to one month salary for each year of continuous service not in excess of 28 years. The Audit Team reviewed the records of three LES who received severance payments on retirement in 1994, 1996, and 2000. Each payment was based on the enhanced calculation. One employee received ***, another ***, and the third ***. The Audit Team found no record of approval for this increased severance calculation as a permanent change to the LES benefits package. The LES themselves and the MCO are equally uncertain of approval, despite the practice. Correspondence that referred to a one-time change to severance calculations was reviewed but this was specific for employees laid off due to a 1993 downsizing exercise. It appears that this one-time lay-off package has now been incorporated into the permanent benefits package for LES and is applied not only for lay-offs, but also for severance on retirement. This enhanced severance payment has now become the practice at the Mission.

5.2.6 It is the understanding of the Audit Team that other marker missions do not make such severance payments. The benefits survey recently submitted to HRL by the Mission does not show that the markers have a severance entitlement for retirement or lay-off.

Recommendation for HRL

5.2.7 In consultation with the Mission, determine which severance payment is to be applied and communicate the decision to the LES.

HRL Response

5.2.7 * Therefore, we recommended to the Mission to grandfather existing employees and reduce the severance to NIL for all new employees effective January 1, 2002.**

We also recommended that the Mission lawyer be approached again to determine whether we have other legal options that would reduce the employer's liability. If there are none, the above recommendation would stand as it would be the only option.

LES Handbook

5.2.8 There is considerable confusion as to which edition of the LES Handbook is current. In September 1999, the LES Committee brought this to the attention of the MCO. At that time, there were three editions: 1994, 1995, and 1997. The Audit Team noted hand written changes to these editions, but it is not clear on whose authority these changes were made. The MCO communicated with the LES and HRL on the outstanding issues included in the Handbook, but many still remain unresolved. A new

edition of the Handbook was provided to HRL in December 1999. HRL, however, has postponed review of this Handbook because it is completing a review of the Mission benefits survey and will approve changes to the overall LES benefits package. These changes will be incorporated into the LES Handbook. Meanwhile, HRL has sent the Mission the new standard Handbook template common to all missions. Once the benefits survey is complete and the Handbook has been revised according to the new template, the Mission has been asked to re-submit it to HRL for review.

Recommendation for the Mission

5.2.9 Ensure that the Mission Handbook is updated according to the new common template and that it reflects the results of the approved benefits survey.

Mission Response

5.2.9 The Mission is in the final stages of finalising the LES Handbook and will submit it to HRL for approval in January 2002.

Pension Contribution Returns

5.2.10 LES are covered by a private pension plan administered by a local pension company. The Mission contributes, as the employer, with no assessed employee contributions. The company recently announced that due to an administrative error caused by themselves there was a contribution overpayment and it would return funds to the Mission. The Mission has already received \$58,000 and has been told to expect a total of approximately \$100,000. HRL advised the Mission that since these funds are being returned as a contribution overpayment, the Mission must return it to the Consolidated Revenue Fund (CRF). The LES, however, indicated to the MCO that they felt they had a right to receive some of the returned contributions. In light of HRL's advice, the MCO researched the issue with the local markers and reviewed suggestions from the LES Committee on alternate possibilities. This has led to more confusion among the LES and a false expectation that they will receive part of the overpayment.

Recommendation for the Mission

5.2.11 Advise the LES that the contribution overpayment must be returned to the CRF.

Mission Response

5.2.11 After receiving HRL's recommendation on this issue, the Mission advised the LES that the overpayment was to be returned to the CRF.

The LES immediately voiced their opposition to the MCO, who in turn communicated the LES concerns to HRL. The Mission has only just received a detailed response that has now been provided to all members of the LES, in writing. The Mission considers the matter closed and the contribution overpayment will be returned to the CRF.

Personnel Records and Appraisals

5.2.12 LES personnel records were found to be generally well kept. The files are secured in the Registry. LES records contained the required position descriptions, EXT 208 pay documents, appraisals and employee background data. It was noted that some LES appraisals had only recently been completed and many covered periods of up to 3 years. Whether or not an employee is at the top of the pay scale, it is important that an annual appraisal be completed annually.

5.2.13 One CBS has not received any annual appraisal in two years. It is important that all CBS receive annual performance reviews, not only for promotion exercises, but to help guide employee work performance.

Recommendation for the Mission

5.2.14 Ensure that annual performance appraisals are completed for all staff, both LES and CBS.

Mission Response

5.2.14 The Mission will ensure that appraisals are completed annually.

Overtime

5.2.15 One LES claimed four hundred and thirty-three hours of overtime (last year), a monthly average of thirty-five hours. The overtime claimed increases his annual salary by ^{***}, or approximately 18%. There is no formal pre-approval process for this overtime.

Recommendation for the Mission

5.2.16 The MCO should ensure that all overtime is authorized in advance.

Mission Response

5.2.16 All future overtime will be authorized in advance.

5.3 Physical Resources

Management of the Function

5.3.1 The Physical Resources function is managed by the MCO with support from one LE Property Clerk. The Property Clerk is responsible for the day-to-day activities of the function. Given the size of the Mission and a portfolio of five properties to manage, the resources are adequate. The MCO is effectively planning and prioritizing capital and other high value expenditures on a long term basis. In addition, he has taken steps to improve the inventory of materiel. Materiel is being replaced and disposed of more regularly and improved control exists over the materiel assets.

5.3.2 The MCO discusses property requirements with his staff, however, major objectives such as acquiring an additional staff quarter in 2002, or developing a strategic plan for future Chancery needs are not documented in the MPMP. The MPMP documents the current property situation but does not set out a detailed plan of action for the next 12 to 24 months. The MPMP Chancery requirements section for 2000 did not mention the expected rental increase. It is essential that this data be included in the MPMP. The Mission must ensure that the MPMP includes detailed data on all leases, results of market studies, and a strategic plan for the future.

Recommendation for the Mission

5.3.3 The MPMP should include data that will facilitate its use as a strategic planning document for all Mission properties.

Mission Response

5.3.3 The Mission is working with SRD to correct information currently in MPMP and will ensure that future reports include data that will facilitate its use as a strategic planning document for all Mission properties. The Mission had extensive e-mail exchanges with SRD and its responsible Area Management Office concerning the expected rental increase for the Chancery in the fiscal year 2000-2001 and following years. This information did in fact appear within PRIME.

5.3.4 Feed back from occupants indicated a mixed level of satisfaction with their SQs. While the maintenance service is seen to have generally improved from previous years, at times, it has been slow with second and third requests required to complete an activity. The MCO organizes most activities at the weekly staff meeting and meets with the Property Clerk as required. The Property Clerk does not have clear objectives and a work plan to guide his activities and time. Such a document would provide a means to measure and prioritize his activities (and reduce overtime claims).

The MCO indicated that he tries not to micro-manage the Property Clerk, allowing him to work as much as possible on his own. While it is evident that the Property Clerk is satisfied with the level of support and interaction provided, this type of approach may not always suit the level of activity. The Property Clerk tends to be reactive, waiting for direction.

Recommendation for the Mission

5.3.5 The MCO should provide the Property Clerk with clear objectives and a detailed work plan to assess, prioritize and measure his activities.

Mission Response

5.3.5 A detailed work plan is being developed in consultation with the Property Clerk to ensure that clear objectives and priorities are well-defined and understood. His implementation of the work plan will be measurable and reviewed with him at mid and year-end.

5.3.6 The Property Clerk was initially employed by the Mission in 1989 as a Driver and was promoted to Property Clerk in 1994. He has not attended a property management course. It would be beneficial to the Mission if he were to attend the next available training course.

Recommendation for the Mission

5.3.7 Contact CFSI to include the Property Clerk in the next available Property/Materiel Management course.

Mission Response

5.3.7 At the time of the audit the Mission had already sought and received support from SRD for inclusion of the Mission Property Clerk on the next available Property/Material Management course.

Property Information

5.3.8 Information in a number of databases was found not to be current or accurate in all cases. Examples are:

- Forecast data in PRIME is not complete.
- PRIME data has been entered to create PRID numbers for all properties with the latest addition to the profile being SQ42317. Not all required fields had been completed for this SQ until the Audit Team brought it to

the Mission's attention. Errors were also noted in the net area roll up of SQ432007.

- The Mission Vehicle inventory included vehicles that had been disposed.
- The Fine Arts Inventory has not been updated or signed by the present HOM.

Maintaining current property information is a major objective and the Property Clerk should ensure that it is completed.

Recommendation for the Mission

5.3.9 All databases should be current and accurate.

Mission Response

5.3.9 The Mission is in the process of updating all databases and will ensure in the future that they remain current and accurate.

Staff Quarters

5.3.10 The Mission has one Crown-Owned SQ and leases two others. SQs are a suitable mix, varying in size from small 2+1 to a 3+1 and a 4+1. Occupants are suitably housed according to the space guidelines. The Property Clerk does not schedule inspections of the SQs, but does visit them regularly to inspect on-site work. SRSF inspected the properties in October 1999, and prepared a detailed trip report that included a 5-year Mission maintenance plan. Some progress has been made regarding this plan. However, various projects remain to be completed. In particular:

- 3 of the 7 Chancery projects remain outstanding.
- Only 4 of the 15 Official Residence projects are complete.
- 5 of the 10 projects for SQ 432007 (Crown-Owned), have not been completed.

The MCO has not incorporated these projects in a plan with time lines to ensure completion.

Recommendation for the Mission

- 5.3.11 Develop an action plan that will ensure all necessary work is completed within a specified time frame.**

Mission Response

- 5.3.11 The MCO currently schedules yearly inspections of each staff quarter and ensures that the occupant and Property Clerk are present, and the occupant is provided an opportunity to contribute to the findings of the inspection. The Mission will develop and implement an action plan and liaise with SRSF to ensure completion of all outstanding projects.**

Official Residence (OR)

5.3.12 The OR purchased in 1962 for \$353,000, is located on a large lot, overlooking the sea, making it exceptionally well suited for hospitality purposes. It is a designated heritage building. Its design is particularly appealing, especially the representational rooms. Numerous building integrity projects are required to maintain this prime piece of real estate. Major projects identified by SRSF include repairing the artwork on the interior ceilings, replacing windows, repairing water damage to walls and basement and asphaltting the laneway. Estimated costs are \$400,000 over the next two fiscal years.

Housing Committee (HC)

5.3.13 The small complement of CB Officers are all members of the Mission Housing Committee. Because of absences and program requirements, the Committee does not meet regularly and generally interacts by e-mail. Not all decisions are recorded in the Committee minutes. The Committee focuses on housing problems at hand and not on longer term requirements. The Mission would benefit if the Committee met quarterly to provide guidance on developing a broader property strategy. The SRD document detailing the Mandate and Terms of Reference for the Housing Committee should be consulted and incorporated.

Recommendation for the Mission

- 5.3.14 The Housing Committee should meet each quarter.**

Mission Response

- 5.3.14 The Chair of the Housing Committee will action this recommendation. The Committee will initiate quarterly meetings commencing in October 2001.**

IMS and Purchasing

5.3.15 The Property Clerk received IMS Materiel Management (MM) training via the Distance Learning Program. However, at the time of the audit, he was not using it for local or HQ purchases. He maintains extensive records and produces manual LPOs that are duly signed and actioned for various purchases. Records of purchasing are detailed and organized. SRM has signalled that MM will become mandatory in 2001 for all local and HQ procurement at missions. Because some local suppliers require purchase documentation in the Swedish language, the Mission, in consultation with SRMW, will have to explore solutions to this challenge.

Recommendations for the Mission

- 5.3.16 The Mission should be using IMS Materiel Management (MM) module for local purchase orders.**
- 5.3.17 Consult with SRMW concerning the possibilities of programming MM to produce purchase documentation in the local language.**

Mission Responses

- 5.3.16 The Mission Property/Material Clerk has now received the appropriate local purchase order training and has commenced using the IMS Material Management (MM) module.**
- 5.3.17 The Mission is presently in contact with SRMW to explore options to determine if there is a solution to this challenge.**

SRMW Comment

- 5.3.16/17 Currently, Missions have not been officially mandated to use MM. However, a project is being orchestrated by SMSF to determine the extent to which Missions should be using it. The issue of translating purchase documentation into languages other than French and English are not seen as a priority.**

5.4 Finance

Management of the Function

5.4.1 The Section is managed by the MCO who provides financial operations for Stockholm and the three Baltic states. Until the Baltic Missions are provided with SIGNET 2000 and access to IMS, Stockholm is required to make all IMS entries on their behalf. The MCO is assisted by one LE Senior Accountant and an Assistant Accountant. Mission staff have complained to the MCO about the quality of service provided by the Section. These complaints were also brought to the attention of the Audit Team. The issue was dealt with by the MCO and some improvements have been made. The Section is becoming more service oriented and should continue focussing on building better relationships with its clients.

5.4.2 The Accountant's position was recently reclassified to an LE-07. She has adapted well to the Integrated Management System (IMS) and has demonstrated a good understanding of it. Her IMS training included a Distance Learning Course and a classroom course in Ottawa for senior accountants.

5.4.3 The Assistant Accountant (LE-05) has been in the position since December 2000 and is scheduled to attend IMS training in Ottawa this spring. Her main duties include coding, inputting data into IMS, maintaining contract files and processing VAT refunds. She also conducted the February 2001 benefits survey. Her work package has been evaluated and reconfigured by the MCO to add an administrative component of 25%.

5.4.4 The Senior Accountant is reluctant to delegate additional responsibilities to the Assistant Accountant. She prefers to keep the work for herself. ***

Recommendation for the Mission

5.4.5 The Senior Accountant should assume a more supervisory role and delegate additional responsibilities to ensure the Assistant becomes more familiar with the entire accounting function.

Mission Response

5.4.5 The Accounts Assistant is in the process of being fully trained on all aspects of Mission Accounts. The Senior Accountant has taken on more of a supervisory role in Mission Accounts.

Hub and Spoke Arrangements

5.4.6 Stockholm is the designated Hub for the Missions in Riga, Tallinn and Vilnius and is responsible for the administration of the financial operation. An MOU has been established that clearly outlines the accounting responsibilities for all parties. Each Spoke has its own Fund Centre and controls its own day-to-day spending. Accounts are paid locally and the Spokes send all invoices and summaries to the Hub where the accounts are processed and the bank reconciliations are completed. There are two bank accounts in Riga, three in Tallinn and two in Vilnius. Managing seven Spoke bank accounts, as well as its own, provides a heavy workload for the Finance Section in Stockholm.

Reporting

5.4.7 The Audit Team found that reporting of financial information is an issue both for the Program Managers and the Administration Section. The Administration Section is having difficulty producing the Funds Commitment Report in the format that Program Managers require to monitor programs. The reporting capabilities of IMS are not well known by Program Managers who have resorted to using inherently inefficient “black-book” systems to fulfill their basic financial management responsibilities for CO monitoring.

5.4.8 The Mission is experiencing difficulty tracking internal/external COs for a specific event or project. The IMS solution is to have the Program Manager group and code all COs for a specific event/project under a statistical order number that corresponds to the event. This would minimize the number of reports to review and would facilitate the follow up of event expenditures.

5.4.9 The Mission should abandon the use of Quattro Pro spreadsheets and at least one staff member in each section should be appropriately trained in IMS. The two-day course (IM-140: Reporting) will introduce users to the standard reports available in IMS and will teach them how to access, interpret and customize specific reports. Until each Program Manager has a better understanding of IMS, it is in the MCO’s plan to work with each of them to develop and customize meaningful reports.

Recommendation for the Mission

5.4.10 Appropriate IMS training should be provided to at least one staff member in each Section so they can customize their program reports.

Mission Response

5.4.10 Prior to the audit visit in March, the MCO had met with each Program Manager to discuss their specific program financial and budgetary needs and to determine which customized reports they would like to receive. The Business Development Assistant has already received substantial IMS training and will coordinate and customize reporting requirements for the Commercial Section. Accounts will provide IMS training to other staff members as requested by Program Managers.

Mission Bank Account

5.4.11 The Mission maintains one local currency bank account. The majority of the transactions are completed by both bank and post office transfers. Revenue at this Mission is minimal. All LES are paid through direct deposit.

5.4.12 The Mission is not satisfied with the services provided by the bank. The major concern is that the service is not courteous and a fee of 120 SEK (\$18 per cheque) is charged to return paid cheques. Because of the cost, the Mission does not request the paid cheques from the bank. Without the actual paid cheque in hand, the Mission's Financial Officer is unable to ensure that all processed cheques represent legitimate expenditures and bear the appropriate authorization. As an alternative to receiving the cancelled cheques, the Mission could photocopy each signed cheque before it is released.

Recommendation for the Mission

5.4.13 The Mission should consider finding another bank if the difficulties can not be resolved.

Mission Response

5.4.13 The CMM has discussed the issue of services provided by the Mission Bank, and the MAO and Senior Accountant will be meeting with Mission Bank officials early in January of 2002 with an aim to resolve the remaining issues.

Cable Television and Internet Fees

5.4.14 The Mission pays cable television fees for each CBS. There is no provision for the Mission to make these payments as cable television is a personal expense for the staff member. An HQ directive was issued recently (October 13, 2000) stipulating that cable service is to be paid by the employee. It is the responsibility of the Mission to adhere to this policy.

5.4.15 In addition, the Mission is paying the subscription costs for Internet access at one SQ and the OR. The yearly costs related to these expenses are approximately \$500. There is no program rationale for the expense and, therefore, there is no provision to pay the expense through the Mission account.

Recommendations for the Mission

5.4.16 **The Mission should discontinue payment of the cable television fees for the CBS as per the SRD Directive on Payment of Cable and Satellite Television Fees.**

5.4.17 **A program rationale should be prepared that supports the payment of Internet fees from Mission funds (or the payment should be discontinued).**

Mission Responses

5.4.16 **As it is deemed essential to Embassy program requirements for CBS to have access to English and French language news, which are otherwise unavailable in Sweden, the Mission feels it is reasonable and justifiable to pay the fees for the basic cable television package for CBS that includes CNN, BBC and TV5. As of April 1, 2001, any fees or costs associated with services in addition to the basic package (e.g., entertainment or movie channels) are being paid by the CBS.**

5.4.17 **The program rationale in support of payment of internet fees from Mission funds was provided to the Audit Team in an e-mail message on March 28, 2001 from HOM to SIX.**

SIV Comment

5.4.16 **The policy on payment of cable and satellite television was sent to all Missions on October 13, 2000. It clearly states that the Crown will not pay the monthly cable and satellite television charges. It is the responsibility of the occupant and the responsibility of the Mission to adhere to this.**

Official Hospitality

5.4.18 Official Hospitality claims made by the HOM and Program Managers for the fiscal year 2000-2001 were audited to ensure compliance with the Departmental policy on Official Hospitality and Mission Hospitality Guidelines. All claims are made using a per capita rate for lunches and dinners. An individual function Hospitality Diary

is completed for each claim and original receipts are attached. However, a brief notation evaluating the results of the function is not always included. The Diary must include both the purpose of the function and an evaluation of it, as well as a detailed list of guests.

5.4.19 Entertaining at home is the normal method of extending official hospitality. Few officers use their accommodation on a regular basis for program related hospitality.

5.4.20 The Mission has not reviewed its per capita rate for sometime. The new policy requires missions to provide the detailed costing for at least two functions at home (lunches, dinners and cocktails) every year as proof that the per capita rate is reasonable. These costings should be maintained on the Official Hospitality file. The Mission Hospitality Guidelines should clearly specify whether or not the costs of alcoholic beverages are included. Officers who make separate claims for bulk purchases of alcoholic beverages should use per capita costs that do not include alcohol costs. These per capita costs should be reviewed and approved by the CMM every year.

Recommendations for the Mission

5.4.21 The Mission should review whether cost savings could be realized if CBS were to claim actual expenses, instead of the per capita rate when entertaining at home.

5.4.22 Where per capita rates are used to claim for Official Hospitality expenses, the actual costs for at least two functions of each type (cocktail, lunch and dinner) should be determined annually to ensure that the per capita rate is reasonable.

5.4.23 The Mission should ensure that the per capita rate clearly indicates whether or not it includes the cost of alcoholic beverages.

Mission Responses

5.4.21/22 After detailed discussions based on actual hospitality costs incurred over the past year, on September 1, 2000 the CMM approved the recommended revised per capita rates (i.e., ceilings) for Official Hospitality expenses extended at home as well as in restaurants in the Stockholm area.

The Mission will now undertake to do an annual review of official hospitality expenses extended at home based on the actual costs of at least two functions of each type to ensure that the per capita rates

used at Mission are reasonable and accurate. The next annual review will be scheduled for the spring 2002.

- 5.4.23** **Effective immediately, all CBS in the Mission will ensure that the per capita rate used for official hospitality clearly indicates on the hospitality diary whether or not it includes the cost of alcoholic beverages.**

Contract Review Board (CRB)

5.4.24 The Mission has established a CRB, which favours the use of e-mail to review and assess contracts.

5.4.25 The Mission utilizes a contract register that lists all current contracts and values.

5.4.26 The Mission hired a firm to transport the children of CBS to and from school. The Mission paid the firm \$18,000, however, there was no documentation explaining how the contract was awarded or a contract for this service. Upon receipt of a monthly invoice, the Mission pays the transportation fees. The initial cost has increased from \$60 (400 SEK) per trip in May 2000 to \$66 (440 SEK) in September 2000. Since September the cost has risen to \$80 (540 SEK) per trip.

Recommendation for the Mission

- 5.4.27** **The Mission should initiate a competitive process for the selection of a contractor for school transportation. A formal contract should be signed.**

Mission Response

- 5.4.27** **Taxi companies currently used by the Mission apply the current fare rate as they would for any other passenger, but a schedule is pre-arranged to ensure regular everyday service. If local taxi costs rise this is ultimately reflected in the cost to the Mission. Taxi firms will not sign a contract for a guaranteed amount per trip or on a monthly basis, but do agree to a scheduled service each day. The Mission has canvassed local companies to secure the most cost effective and reliable school transportation service for the school year.**

5.5 Information Management

5.5.1 In September 2000, the Mission hired the LE Systems Administrator (SA). She has regional responsibility for Helsinki and occasionally receives inquiries from the

Baltic Missions although the MOU between Stockholm and the Spoke Missions stipulates that the SA based in Paris provides the guidance and assistance for the Spokes. Back-up is provided by the SA in Oslo.

5.5.2 The Audit Team considers the SA to be a very competent and capable employee who is fully trained to perform the job. She received OCTEL-SIGNET training at HQ in October 2000. ***

Best Practice

5.5.3 The MCO established what is called "ADMIN NET" for Management and Consular Services Programs. "ADMIN NET" is similar to an Intranet Mission site but is specific to administrative information. It uses an I:/Drive based network with a Netscape interface to share various Mission's policies and procedures. The Audit Team found that the "ADMIN NET" is a powerful tool to communicate administrative information to Mission staff and is highly rated by them.

IT Security Regulations

5.5.4 It was brought to the attention of the Audit Team that new staff were accessing SIGNET through password sharing. The MCO, in conjunction with the SA, is responsible for IT security. His role is to ensure that each new staff member obtains the appropriate clearance before receiving a SIGNET account. An enhanced reliability check is mandatory prior to receiving an account.

Recommendation for the Mission

5.5.5 Departmental regulations should be complied with and no employee should be given access to SIGNET until they obtain an account.

Mission Response

5.5.5 Departmental regulations are now fully complied with, and in the future no employee will be given access to SIGNET until such time as they obtain an account.

MISSION RESOURCES FACT SHEET

Human Resources (FTEs)

PROGRAM	CBS	LES	TOTAL
HOM Office	2	4.5	6.5
General Relations	1	2.5 ¹	3.5
IBD	1	6.5	7.5
Consular	0.5	2	2.5
Administration	0.5	6.5	7
Total	5	22	27

¹ This reflects temporary expansion of LES staff during the 6 month Swedish EU presidency. Actual staff complement is 1.5 LES, although internal changes now planned will increase LES program staff to 2, while lowering IBD LES to 6.

Physical Resources

ASSETS	OWNED	LEASED
Chancery		1
OR	1	
SQS	1	2
Vehicles	3	

Financial Information

LES Salaries	\$1,090,966
Operational + Capital	1,407,731
CB Overtime	7,000
Total	\$2,505,697