

**AUDIT
OF
THE CANADIAN EMBASSY**

DUBLIN

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Audit Division (SIV)

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EXECUTIVE SUMMARY

An audit of the Political, Economic Reporting and Public Affairs (PERPA), International Business Development (IBD), Consular and Administration Programs was conducted in Dublin during the period October 17 to 22, 2002. An audit was last conducted in March 1994.

MANAGEMENT OF THE MISSION

The Mission is well managed with structures in place that are providing appropriate direction, pro-active planning and good communications. The Head of Mission (HOM) is involved in all Programs and providing support that is appreciated by staff. Staff in the Mission are committed and enthusiastic and morale is good.

GENERAL RELATIONS PROGRAM

The General Relations (GR) Program is productively engaged in monitoring European affairs and the Northern Ireland peace process as well as other issues of interest. The Program Manager, in conjunction with the HOM is prioritizing Program activities and renewing Public Affairs efforts.

INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM

The IBD Program is well managed and operating as a cohesive unit with a team approach instilled by the Senior Trade Commissioner. Efforts are underway to focus on areas where results can be maximized. This will require the Program to move away from traditional missions and events to more targeted trade and investment activities and to develop a measurement capability to assess results.

CONSULAR PROGRAM

The Consular Program operates very effectively, managed by the GR Program Manager. A reduction in the hours the office is open to the public would allow staff to catch up on backlogs. As well, monthly passport reconciliations signed off by the Program Manager are required.

ADMINISTRATION PROGRAM

The Administration Program is well managed by a MAO. Major challenges facing the Mission are a possible Chancery relocation that requires immediate attention, and the future of the Official Residence. ***, a successor needs to be considered in terms of replacement by a Locally-Engaged Staff (LES) or a Canada-Based Staff (CBS).

RECOMMENDATIONS AND MANAGEMENT RESPONSES

A total of 31 audit recommendations are raised in the report of which 28 are addressed to the Mission and 3 are addressed to Headquarters (HQ). Management has responded to each recommendation indicating action already taken or decisions made, as well as future action. Of the 31 recommendations, management has stated that 21 recommendations have been implemented. For each of the remaining 10 recommendations, management has indicated the initiatives in progress or the intended future action.

MANAGEMENT OF THE MISSION

1.1 Overview

1.1.1 The management of and leadership in the Embassy resides with the new HOM, an experienced officer who brings to the Mission management expertise and the knowledge and capability to work with Headquarters (HQ) and OGDs. The HOM is supported by experienced and enthusiastic Program Managers and staff. Morale at the Mission is high and expectations of staff are positive.

1.1.2 Ireland is important for its historical and cultural links to Canada and as an access and launching point into the European market. It has one of the most dynamic economies in Europe and one of the highest standards of living. The government is small and heavily engaged in the increasingly complex European economics and politics. Access to government officials is therefore difficult and will be made more difficult as Ireland assumes the European Union Presidency next year.

1.2 Direction and Planning

1.2.1 Since his arrival, the HOM has involved himself in Program activities and he has requested that each Program set objectives and develop priorities. This has brought a sense of structure, direction and overall cohesion to the Mission. In addition, Committee on Mission Management (CMM) meetings are held every three to four weeks to discuss pressing issues, as well as standing items such as Housing, Contracts, Security, Health and Safety. This replaces the normal committee structure usually in place at larger Missions. A Committee of Program Management is held every three months to discuss Program objectives, progress and other operational issues. This combination allows for an appropriate balance between addressing daily operational and administrative issues and less frequent strategic and planning needs.

1.2.2 By continuing and following up on the initiative to develop Program objectives, it is intended that detailed work plans will result and that specific objectives and targets will be assigned to individual staff. This will provide further direction and precision to Program activities and will allow management to review and assess results, interjecting changes as necessary.

1.3 Communications

1.3.1 Communications between management and staff and across Programs are very good. Staff is kept well informed of Mission activities, issues and events through circulation of CMM minutes, weekly Program meetings and monthly coffee mornings where all staff gathers to informally discuss concerns and share

information. On an on-going basis there is open-door access to management by all staff.

1.4 Cost of Living

1.4.1 Ireland has experienced tremendous growth and economic activity over the past decade and the cost of living has risen significantly to the point where Dublin will soon be rated as the most expensive capital in Europe. Staff has indicated that the Post Index does not accurately reflect this situation and should be adjusted.

Recommendation for the Mission

1.4.2 Request HPM to review the Post Index.

Mission Response

1.4.2 Agreed, the Mission will request this review.

GENERAL RELATIONS PROGRAM

2.1 Management of the Program

2.1.1 The General Relations (GR) Program is headed by an experienced Officer who is supported by a Public Affairs Assistant. The Program Manager is also responsible for the Consular Program and the Security Functions.

2.1.2 As outlined in the Program's priorities and objectives document, focus is placed on advocating Canadian interests, Canada/EU relations, international security cooperation and public diplomacy. This priorities document has recently been developed to coincide with the HOM's Performance Agreement and to provide more structure and direction to GR activities. The Program intends to progress from a primarily reactive agenda to a proactive mode, controlling the agenda to accomplish specific objectives while at the same time eliminating lower-value work. To achieve this, it is important for the Program to build on the priorities document by identifying for each objective specific activities, events, initiatives, etc., their anticipated results and resources required. This will allow management to make decisions as to priorities and the best use of resources and to assess performance.

Recommendation for the Mission

2.1.3 Develop a detailed work plan for the GR Program identifying specific activities, anticipated results and resources required.

Mission Response

2.1.3 This is being done, principally through a series of meetings involving all Embassy programs plus through meetings with a number of outside organizations whose main focus is on enhancing Canada-Ireland political, commercial and cultural relations.

2.2 Public Affairs

2.2.1 As part of the initiative to focus on more value-added activities, the role of the Public Affairs Assistant is being examined. Management's intention is to expand the Public Affairs role to include the whole Mission and assist all Programs in raising Canada's profile through better coordinated support of media relations and public events in promoting Program initiatives. To accomplish this, current Public Affairs activities need to be examined to determine their on-going viability. This includes production and distribution of newsletters and the maintenance of library services. To some extent these activities are carry-overs from previous job packages before the advent of modern information technology. The library function is little more than a

repository for books and publications accumulated over the years taking up space in both the lobby and outside the secure area.

2.2.2 A further factor that impacts on the ability of the Program to expand and enhance its Public Affairs activities is the classification level of the resource dedicated to this function. Many of the proposed activities (and possibly some of the current activities) require Officer level qualifications. As a Public Affairs Assistant, the present incumbent, regardless of capability, may not be classified for the work proposed.

Recommendation for the Mission

2.2.3 **Re-evaluate Public Affairs activities in line with the overall Mission objectives.**

Mission Response

2.2.3 **The Mission staff has responded well to the new coordinated approach towards helping define a more distinctive and progressive identity for Canada in Ireland, which better reflects current realities. This includes looking at the an e-zine format for the traditional hard copy newsletter and work on a Canada supplement in the major Irish Sunday newspaper. The aforementioned series of meetings to look at the possibility of themed Canada Focus events to coincide roughly with the Sunday supplement is part of this new approach. Review of the library function is part of this larger exercise.**

Reclassification of the Public Affairs Assistant's position to match the officer-level work expected, will follow upon evolution of the programme and evaluation of its future prospects.

INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM

3.1 Management of the Program

3.1.1 The IBD Program is headed by an experienced Senior Trade Commissioner (STC) who is supported by two Business Development Officers (BDO) and a Commercial Assistant (CA) who is devoted half-time to the IBD Program and half-time to Administration Program.

3.1.2 The Program has a heavy workload and faces increasing pressure on its existing resources to meet the everyday demands from enquiries, trade missions and on-going sector coverage. The BDOs were working in a traditional reactive environment, each handling various sectors, organizing and coordinating trade shows, researching enquiries and doing outreach activities. The STC has successfully worked towards establishing better teamwork within the New Approach context. A CA was recently promoted adding another BDO to the Program. The half-time CA is now in training and will provide support to the Program.

3.1.3 The Program has recently developed a strategic plan as well as work objectives for the STC. These are now being refined with input and direction from the HOM. It is important that this initiative be continued to ensure that the Program is both effective, through prioritizing activities on the basis of the greatest potential value, and efficient through judicious use of internal resources. This can be accomplished by further expanding the strategies and objectives document to include specific activities related to the accomplishment of each objective, along with expected results and the resources required. Once this is established, individual staff members will know what is required and the relative priorities of assigned activities. Management will also be better able to monitor progress and adjust priorities and resources as required.

Recommendation for the Mission

3.1.4 The IBD Program should prioritize activities and resource utilization by developing detailed work plans.

Mission Response

3.1.4 The Mission intends to implement further refinements to the management of the IBD Program, including the above, in the new fiscal year as its forward planning is further developed.

3.2 New Approach

3.2.1 Application of the New Approach has been strongly encouraged by the STC and is being consistently applied by the Program. Both BDOs have had the New Approach training but the new CA has not yet had an opportunity for training. Enquiries are being tracked in the WIN system and the five-day turnaround standard is being met. Officers have a good understanding of Horizons and the HQ tools and are availing themselves of these and HQ assistance as needed. The Program had a very positive rating per the most recent TCS Client Survey.

3.2.2 The Trade Program could benefit by implementing the Trade Commissioner Services recommended Information Centre concept. This will help the Program to control and respond to enquiries and manage other information requirements more efficiently and effectively. By routing all enquiries through the Information Centre, the burden of responding to low level, routine enquiries is removed from the BDOs allowing them to concentrate on higher level activities. The Information Centre also acts as the repository for all information received and sent by the Program. The timing to implement this practice is appropriate as the CA employee is new to the program.

Recommendation for the Mission

3.2.3 The Mission should establish an Information Centre.

Mission Response

3.2.3 The PSU (the post support unit), the general mailbox that has recently been established through the mission website, and the electronic client support mechanisms being provided through the VTC (Virtual Trade Commissioner) largely achieve the aims of the Information Centre concept. The idea will be held in reserve nonetheless, pending broader roll-out of the VTC.

3.2.4 Officers are not actively engaged in making out calls, gathering market intelligence and making new contacts as is called for under the New Approach. Reliance is placed on contacts and networking at trade shows and other events. As well corporate liaison calls have been limited. In conjunction with developing Program strategy and objectives there is a need to develop a schedule of out calls for each officer along with the relevant rationale for each out call and post visit reports for review by management.

Recommendation for the Mission

3.2.5 The Mission should develop a corporate liaison and out call strategy.

Mission Response

3.2.5 This recommendation will be addressed in the context of the effort cited above (3.1.4).

3.2.6 An important part of the New Approach is the follow-up of activities to determine client satisfaction and the extent of results. While the TCS Client Survey does measure these elements, it is necessary for the Program to incorporate performance measurement into its on-going activities. At present, the Program receives feedback from clients on an anecdotal, informal basis. A systematic follow-up approach, tied into the annual planning and work planning process, would allow the Program to accurately evaluate the results of its efforts and therefore the validity of strategies and objectives.

Recommendation for the Mission

3.2.7 The Mission should incorporate a follow-up and measurement component to the Program.

Mission Response

3.2.7 The new Virtual Trade Commissioner will eventually incorporate the Trade Commissioner Service plans for electronic client relations management (ECRM) which should minimise logistics and labour-intensity of data entry within the next year. This recommendation will also be factored into the ongoing effort per 3.1.4 above.

CONSULAR PROGRAM

4.1 Management of the Program

4.1.1 The Consular Program operates under the direction of the First Secretary and Consul, with the responsibility for daily operations shared between two part-time Consular Officers. Both employees are experienced and able to provide quality services. The job sharing arrangement is working well and both employees recognize the importance of documenting their actions and maintaining good communications.

4.1.2 This is a very busy office with peak volume during the summer season as students tour the country. The day-to-day demands of the job make it difficult for the Officers to address some of the administrative duties, such as the development of the Contingency Plan which has yet to be formulated. Dedicating time to the review of new/revised policies, procedures and systems has also proven to be a challenge. Consequently, the staff were not well informed on the requirements and tools of the COSMOS system, such as the need to log registered Canadians into ROCA and how to enter e-mail applications directly into the ROCA system. Due to this oversight, a backlog of over 400 registrants has accumulated. Options to relieve some of the work pressures were discussed with management, including closing the Consular desk for one-half day per week as well as reassigning some of the Consular duties to the Receptionist.

4.1.3 The Program Manager meets regularly with the Consular staff and is kept apprised of all major cases. The recent Mission planning exercise included a review of the Consular Program to identify goals and priorities. Both employees have received a recent performance appraisal and were satisfied with the feedback and communication during the review process.

Recommendations for the Mission

- 4.1.4 **The Consular Program should close the service desk for at least one half-day per week.**
- 4.1.5 **A desk book of frequently asked questions with responses should be developed for the Receptionist to respond to general enquiries. The Receptionist should also be trained on the input of registrants into ROCA.**
- 4.1.6 **As a commitment in the section's work plan, the Consular Contingency Plans should be finalized.**

- 4.1.7 Management should seek training opportunities for the Consular staff on the use of the COSMOS system.**

Mission Responses

- 4.1.4 A reduction in office hours might simply push the workload to other days that are already fully occupied. Added to that concern is the one of transactional costs at the reception window and on the phone in advising clients to come back/call back another day. This idea will be considered in light of other efforts to enhance program delivery.**
- 4.1.5 The desk book for the receptionist will be amplified. The material prepared for DFAIT/JPE's use in the Operations Centre in Ottawa can be adapted for use at the reception and the receptionist will be asked to help in bringing that information up to date. Similarly, she will be asked to do the same for the gaps in the contingency plan template. ROCA demands are proving more challenging and an effort is underway to find a more positive manner of meeting this.**
- 4.1.6 The requirement for contingency plans for all missions, including Western Europe, was announced shortly before the Audit Team's arrival in Dublin. We are working on the plan and hope to finish it soon.**
- 4.1.7 The Consular staff is ready to take advantage of whatever training might be available on COSMOS. Because of the Section's work-sharing arrangement, on-line MITNET-facilitated training would have to be done over several days.**

4.2 Services to Canadians

- 4.2.1 Service standards in compliance with Departmental guidelines have been established and these are being consistently met or exceeded. One Consular Officer provides services in both official languages while the other needs the assistance of other bilingual staff in the office. The Mission has an interview booth accessible directly from the Consular office which is adequate to ensure privacy for the client. At this time, there are no Canadian detainees in Ireland.**

4.3 Passport Services

- 4.3.1 Passports services are being delivered in an efficient and timely manner. According to COMIP statistics the Mission issues approximately 600 passports a year. Control and security of the passports were found to be adequate. Cash on hand was**

reconciled and controls over passport supplies were reviewed and reconciled on a sample basis.

4.3.2 The Consular staff keep a minimal working supply of passports on hand, stored in a secure area. When new boxes of passports are received from HQ, these are verified to ensure the series concurs with the shipping control log. The boxes, however, are not opened for verification of content until such time as a new box is needed for issue. The Passport Inventory Report is submitted to JPD on a monthly basis but the inventory is only verified and reconciled on a quarterly basis when it is signed off by the HOM.

Recommendations for the Mission

4.3.3 Upon receipt of a new shipment of passports, all boxes should be opened to confirm the content.

4.3.4 The passport inventory should be reconciled on a monthly basis by the Program Manager.

Mission Responses

4.3.3 At the moment, when a shipment is received, the boxes are numbered in sequence with the passport number range checked against the packing slip. If boxes are opened, for example to count passports, they are then re-sealed and the tape is initialled. This practice will be reviewed.

4.3.4 Monthly passport reports are signed off by the Program Manager as per the Manual of Consular Instructions (MCI) and quarterly reports are signed by the HOM.

ADMINISTRATION PROGRAM

5.1 Management of the Program

5.1.1 The Administration Program is managed by the MAO, reporting directly to the HOM. He is assisted by one half-time Financial/Commercial Assistant (LE-05), and a Property and Materiel Assistant (LE-06). The Receptionist is also doing some work for Administration. The Program is well managed. Two major administrative issues facing the Mission are a possible Chancery relocation and the future of the Official Residence.

5.1.2 The MAO *** has had in-Canada training in various areas of administration. This employee ***, and the Mission is planning for this by offering opportunities to the Property and Materiel Assistant to act as MAO when possible, and to be more involved in management issues. *** Alternatively, consideration should be given to replacing the MAO with a CBS along with the related impact on financial service being provided by London and the Consular function within the Mission.

5.2 Human Resources

5.2.1 The MAO manages the Human Resources function. The function is well managed, and the staff is satisfied with the services offered. The Mission LES Handbook needs review and updating. It was last updated in 1998 and does not reflect the current layout that contains a generic Part 1 and a Mission-specific Part 2. HRL intends to have the Mission do a benefits review later this fiscal year, and will work on the Handbook update project in the coming months. A sophisticated spreadsheet is used to track LES leave.

5.2.2 The Mission has not updated all of the LES enhanced reliability checks, although efforts have been made to this end. The Mission has encountered some difficulty in getting local police to cooperate with criminal records checks, but has managed to do all other checks locally. Not all the names have gone forward to HQ for vetting.

Recommendation for the Mission

5.2.3 Ensure that HQ receives all LES enhanced reliability forms.

Mission Response

5.2.3 All Chancery LES have received ERCs and these have been forwarded to Ottawa. The OR staff ERC process will be commenced early in February.

5.2.4 The Mission has planned training for some staff, but a formal training plan for the whole Mission would be more effective. If all staff at the Mission were surveyed to establish what training has taken place, what training is required and what training is desired, a plan can be drawn up and costs assigned. This plan can be submitted to HQ for possible shared funding.

Recommendation for the Mission

5.2.5 Compile all training requirements into a training plan with costs assigned.

Mission Response

5.2.5 Already in Administrative Work Plan for action by March 31, 2003.

5.2.6 The Team met with staff from the OR who raised issues concerning pay and the clarity of their benefits package, in particular cash in lieu of bank holidays. A review of files of OR staff showed them to be incomplete; that some staff had not received enhanced reliability checks; and some letters of offer were not clear and explicit in describing benefits. Making the files complete may be difficult given that most staff are long serving and records may no longer be available.

Recommendations for the Mission

5.2.7 Rebuild OR staff files to the extent possible.

5.2.8 The HOM and MAO should meet with the OR staff to explain their pay and benefits and the system used to set them. Pay and benefits should be clearly documented.

5.2.9 Clarify any benefits not covered in letters of offer.

5.2.10 Approach HRL about developing a pay scale for OR staff.

Mission Responses

5.2.7 Agreed. OR staff files are being compiled.

5.2.8 Agreed. To be undertaken during upcoming HRL visit.

5.2.9 Agreed, as per above.

5.2.10 Agreed. To be reviewed with HRL.

5.3 Physical Resources

5.3.1 The Physical Resources function is managed by the MAO with the cooperation of a Property and Materiel Assistant (LE-06). Overall management is sound, files are in order, and there is good communication and support from SRD.

5.3.2 The Mission leases a good stock of SQs for CBS. Given the current market conditions, the Mission should explore whether it could reclaim its security deposits. The two major issues facing the Mission are the potential termination of the Chancery lease in 2004, and the need to address maintenance issues at the Crown-Owned Official Residence.

Chancery

5.3.3 The Chancery, which occupies the top floor of a four-storey building, is leased until 2004. The offices are full to capacity, with the only spare work area occupied by an Intern. There has been a recent change in ownership of the building and the owner may wish to redevelop the site prior to the end of the lease. We understand that under local laws, the Mission can be asked to vacate the premises. An action plan to identify an appropriate alternate location for the Chancery is essential. This process should commence as soon as possible.

Recommendation for SRD

5.3.4 SRD should, in consultation with the Mission, undertake immediate discussions with the landlord to determine the probability and timing of lease termination.

SRD Response

5.3.4 SRSK and the MAO met with landlord representatives in January 2003. DFAIT landlord, the Bank of Scotland has confirmed their intention to relocate in 2005. In consultation with several real estate experts, a time line has been established for the relocation of Chancery in 2005.

Official Residence

5.3.5 The Official Residence (OR) is an older home located far from the centre of Dublin, on eleven acres of property. The commute to or from central Dublin now takes a minimum of 45 minutes due to increasing traffic. A recent maintenance report suggests that the OR requires extensive maintenance and repairs with associated cost estimates as much as \$5,000,000.

5.3.6 Given the increasing traffic congestion and a maintenance report that points to very expensive maintenance requirements ahead, this may be an opportune time to assess the appropriateness of the OR in meeting present and future program needs. According to two leading real estate firms that we met with, the Dublin real estate market peaked in 2000 and now high-end properties have dropped in value by about 30%. The OR was described as a unique and sought-after site that would be of interest to a small group of local or international clients. The Mission has been exploring re-zoning options with City Council since any zoning change that allows development of the site will increase the value of the site. More modest alternatives to this OR, closer to central Dublin, are available but prices increase closer to the centre. The British and Australians have both carried out OR projects recently and both advised that alternatives, especially the older homes closer to the centre, are expensive to purchase and costs of renovation are unpredictable and high. Nevertheless, with the need to assess options for a new Chancery it is an appropriate time to also review options for an OR since there may be opportunities for joint development.

5.3.7 The OR requires some immediate attention. Visitors washrooms need to be renovated and upgraded and heating and plumbing problems need to be addressed.

Recommendations for SRD

5.3.8 Reassess the options for and alternatives to the OR given its distance from central Dublin; its high maintenance costs, and limitations to its use.

5.3.9 Develop a plan to address the immediate maintenance needs of the OR.

SRD Responses

5.3.8 Relocation options development has commenced. Co-locating the Chancery and Residence will form part of the assessment.

5.3.9 The maintenance needs of the Official Residence have been fully documented in a professionally prepared Building Condition Report, and the work which has been identified has been put into a long term maintenance plan. Given the present review of the Government's continuing commitment to ownership of this building, SRSF is proceeding with health and safety property work which cannot go unrectified. This includes work on the electric system and the visitors' washrooms on the main floor. The heating in the house has been much improved by a balancing of the new boiler's water distribution, and the replacement of some windows is being considered for selected areas which are still cool.

5.4 Finance

5.4.1 The Finance function is managed by the MAO with the assistance of the Financial/Commercial Assistant. The Mission has “read only” IMS access, while London, as financial hub, performs all accounting entries, bank reconciliations and even issues the cheques for Mission payments. The current system sees the Mission doing Section 34 and then sending all financial data to London for IMS input and processing. The cheque run is done there, and then the cheques are sent back to the Mission by mail. A Section 33 is done at the Mission and then cheques are distributed. An improvement would be to have wire transfer payments made directly to as many suppliers as possible and, where not possible, to give cheque printing capabilities to the Mission. This would lessen the administrative burden, speed up processing, and avoid possible delays in payment.

Recommendations for the Mission

5.4.2 Explore with London processing payments electronically.

5.4.3 Obtain cheque printing capabilities.

Mission Responses

5.4.2 Incorporated as part of current Administrative Work Plan. Awaiting response from SMS re necessary IMS programming changes.

5.4.3 Reviewed with London. Extensive training and enhanced IMS access would be required; moreover, cheques will be phased out in favour of EFT.

5.4.4 The Canadian Embassy Social Club, in addition to hosting the occasional social evening, offers hospitality services to Program Managers. It also assists visiting delegations that may desire to hold events on a cost-recovery basis, making use of Embassy facilities, such as the Chancery multi-purpose room or even the OR. The Administrative Assistant manages this operation. The Club purchases goods such as food and beverages for an event, and invoices clients on a per capita basis. There is a small inventory of stock on hand. The per capita rates have been calculated using an average of the actual costs. When Program Managers use the Club’s services, copies of invoices are kept in the hospitality files to support the expenses. Any surplus funds from these events are deposited into the Social Club’s bank account for future events, or used to fund the Christmas party. In general, the bank balance is never high. There is some question of whether Mission hospitality funds should be reimbursing a Mission-administered club. Given the potential for confusion, it would be more appropriate for Program Managers to pay suppliers directly for these expenses and then submit the claim against their hospitality advance.

Recommendations for the Mission

- 5.4.5 Ensure that Social Club activities are separate from Program related events.**
- 5.4.6 Review Social Club activities to assess the on-going need for this function.**

Mission Responses

- 5.4.5 Social Club will be wound up by FYE.**
- 5.4.6 See 5.4.5.**

5.4.7 The Mission currently budgets for travel, hospitality and LES overtime at the Mission level. An improvement would be to allocate these budget items by Program, enabling Program Managers to know where they stand with respect to these expenditures. Monthly reports could be provided to Program Managers by the Administration Section.

Recommendation for the Mission

- 5.4.8 Allocate amounts to each Program for travel, hospitality and LES overtime, and provide Program Managers with monthly status reports.**

Mission Response

- 5.4.8 Hospitality is allocated by program. Travel is not allocated because of low funding ceiling and unpredictable demands. LES overtime is already allocated.**

5.4.9 The Mission's hospitality files were reviewed and a number of observations were raised. It was noted that in some instances, Officers were signing their own claims under either Sections 33 or 34 of the FAA. Some claims lacked supporting documentation for expenses, and some diaries had few details regarding the purpose of the function and the evaluation of the event.

Recommendation for the Mission

- 5.4.10 Ensure hospitality files are complete and claims properly certified.**

Mission Response

5.4.10 Noted. Improved standards in place.

5.5 Information Management

5.5.1 The management of information and technology is the responsibility of both the HOM's Assistant (AS-02) and the Signet Support Assistant (SSA). The Mission enjoys a fairly stable operating environment with respect to systems, and has good support from London, the Hub Mission for technical assistance. The SSA is now a Commercial Officer (LE-07), but maintains that the systems support workload is manageable and wishes to continue to be the SSA. It may be necessary to review this combination of duties over time, given the increased responsibility.

5.5.2 The Mission has one satellite telephone for emergency purposes. At present, the unit is being stored in the SSA's office. As it is an expensive piece of equipment, it should be stored in a locked cabinet. It was found that only one employee has been trained in its use, and also that the unit was last tested over one year ago.

Recommendation for the Mission

5.5.3 Store the PSAT equipment in a secure cabinet, and test the unit on a regular basis. Various staff should be chosen as operators and be given training.

Mission Response

5.5.3 The PSAT unit has been moved to the secure area. Training of several staff members will take place.

5.5.4 The Mission does not have a spare computer that could be used in the event a regular machine is out of order. The one spare the Mission had is currently being used by an Intern. As there have been some problems with the newer computers where either monitors or hard drives have proven to be defective, a spare unit would be beneficial for the Mission.

Recommendation for the Mission

5.5.5 If funds are available, initiate the purchase of a computer to be kept on hand as a back-up unit.

Mission Response

5.5.5 Already purchased. SIGNET setup by next visiting SA.

5.5.6 The OCTEL automatic telephone answering system, which can provide information and can direct callers to specific sections within the Mission, is not programmed correctly. Some of the prompts are out of date, others simply do not answer the stated questions, and some of the menu paths are not complete. Full OCTEL training was provided to the Financial/Commercial Assistant over two years ago, but because of lack of use, a refresher course is necessary.

Recommendation for the Mission

5.5.7 Ensure the OCTEL menus and scripts are reviewed and re-configured as required for clarity and usefulness to callers. Refresher training is also needed.

Mission Response

5.5.7 Script receiving attention. Will assess need for further training as recording of changes proceeds.

MISSION RESOURCES FACT SHEET

Human Resources (FTEs)

PROGRAM	CBS	LES	TOTAL
HOM	2	4.5	6.5
General Relations	1	1	2
IBD	1	2.5	3.5
Consular	0	1*	1
Administration	0	3.5	3.5
Total	4	12.5	16.5

* Filled by 2 half-time staff

Physical Resources

ASSETS	OWNED	LEASED
Chancery	0	1
OR	1	0
SQs	0	3
Vehicles	2	0

Financial Information (2002-2003)

Operating Budget (N001)	\$881,905
LES Salaries (N012)	597,765
CBS Overtime (N011)	11,000
Capital (N005)	41,400
Total	\$1,532,070