

Audit



Report

OFFICE OF THE INSPECTOR GENERAL

**PERMANENT CHANGE OF STATION TRAVEL
BY FLAG RANK OFFICERS**

Report No. 96-189

June 28, 1996

Department of Defense

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Acronyms

OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
PCS	Permanent Change of Station



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-2884



Report No. 96-189

June 28, 1996

**MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR ACQUISITION
AND TECHNOLOGY
ASSISTANT SECRETARY OF THE NAVY (FINANCIAL
MANAGEMENT AND COMPTROLLER)
ASSISTANT SECRETARY OF THE AIR FORCE
(FINANCIAL MANAGEMENT AND COMPTROLLER)
DIRECTOR, JOINT STAFF
AUDITOR GENERAL, DEPARTMENT OF THE ARMY**

**SUBJECT: Permanent Change of Station Travel by Flag Rank Officers
(Project No. 6LB-6017)**

Introduction

We are providing this report for your information and use. We researched data on travel practices by military officers for reassignment purposes in response to a request for information by the Chairman, House Subcommittee on Government Management, Information and Technology. Military officers are required to use the most cost-effective mode of transportation when changing duty assignments (definitions of travel terms are in Enclosure 1).

As a result of news media inquiries, a Senator requested the Inspector General, DoD, to investigate the possible misuse of military aircraft by a senior Air Force officer. The Inspector General, DoD, issued a report in June 1995 concluding that abuses had occurred and the Air Force officer's flight reflected a culture that apparently lacked adequate cost consciousness in providing services to senior officials. Subsequent hearings in late 1995 by the House Committee on Government Reform and Oversight on the use of Government transportation by Executive Branch officials questioned whether the new DoD policies that were put into place in response to the Inspector General's report had been adequately implemented.

Research Results

New policies to control potential abuses of military aircraft have been satisfactorily implemented in DoD. Based on data collected and reported by the Military Departments, permanent change of station (PCS) travel by flag rank officers using military aircraft has been minimized from FY 1994 through

February 1996 (summary data on the use of military aircraft by flag rank officers for PCS travel in DoD are in Enclosures 3 through 7). Coupled with effective education of travelers and personnel making travel arrangements, as well as periodic monitoring or reviews of the use of military aircraft for PCS travel, the existing policies and procedures should considerably reduce the risk of abuses of military aircraft for PCS travel by senior officers.

Objective

The research objective was to assess the adequacy of implementation of DoD policy on permanent change of station travel by flag rank officers.

Scope and Methodology

The Military Departments provided us data for the House Subcommittee on Government Management, Information and Technology on PCS travel by flag rank officers who traveled between FY 1994 and February 1996. The data collected included the total PCS moves by military officers in the ranks of Officer-7 through Officer-10 (O-7 through O-10); those PCS moves using military aircraft; and, for those officers using military aircraft:

- o locations from which the aircraft were dispatched and returned,
- o cost estimates for the use of the military aircraft for the PCS move,
- o cost estimates for comparable commercial flights,
- o authorizations for the military aircraft, and
- o manifests and aircraft ground handling records.

We prepared a matrix that summarized the PCS data collected and reported by the Military Departments, which we provided to the House Subcommittee on Government Management, Information and Technology. We did not perform any tests on the summary PCS data collected by the Military Departments to verify the accuracy or completeness of the data reported because military officials stated that no central records existed. We reviewed Executive Office of the President and DoD guidance on transportation and travel policies that the Office of the Secretary of Defense (OSD) and the Military Departments issued or implemented from January 1980 through May 1996. We interviewed OSD and Military Department officials to discuss the implementation of DoD policies on PCS travel.

This research project was performed from February through May 1996. We did not use statistical sampling methods. We also did not evaluate implementation of the DoD Management Control Program in terms of self assessment and reporting. Additionally, we did not rely on computer-processed data for our research results. Enclosure 8 lists the organizations we visited or contacted.

Background

Congressional Hearings. The House Subcommittee on Government Management, Information and Technology was conducting a legislative oversight inquiry into the travel practices by military officials for reassignment purposes. Specifically, the subcommittee was examining instances of unnecessary and abusive travel by Government officials to identify the scope of the problem and to determine appropriate changes in existing management practices to minimize abuses of military flights. The Chairman of the Subcommittee requested the Inspector General, DoD, to provide a summary on the data collected by the Military Departments for flag rank officers traveling on military aircraft for reassignment during 1994 and 1995. Also, in a December 29, 1995, House Committee on Government Reform and Oversight hearing on the use of Government transportation by Executive Branch officials, the committee questioned whether policies on official travel were implemented.

Policies and Procedures on Official Travel. In a November 11, 1989, memorandum, "Use of Official Transportation," the Deputy Secretary of Defense required DoD personnel to use common-user DoD airlift and scheduled commercial airlift for official travel at all times. The policy authorized the use of other military aircraft as a by-product of training or when urgent mission needs could be satisfied in this manner only.

The Office of Management and Budget (OMB) Circular A-126, "Improving the Management and Use of Government Aircraft," May 22, 1992, established Executive Branch policy stating that Government aircraft shall be used only for official travel or on a space available basis and that only an agency head or designee could approve the use of agency aircraft for official use. The Circular further established detailed guidelines on the use of Government aircraft that included:

- o definitions of official travel, of required use travel, of travel for other agency business, and of Executive agency officers,

- o approval procedures;

-
- o documentation requirements; and
 - o cost comparison requirements.

The DoD was required to incorporate the OMB policy in department travel regulations.

The OMB Bulletin No. 93-11, "Fiscal Responsibility and Reducing Perquisites," April 19, 1993, provided additional guidance on the use of Government aircraft. Government aircraft was not to be used when commercial airline or aircraft was reasonably available. Agencies could authorize Government aircraft without regard to commercial availability when highly unusual circumstances presented a clear and present danger, when an emergency existed, when Government aircraft was more cost-effective than commercial, or when other compelling operational considerations made commercial transportation unacceptable.

Discussion

Policy Evolution. The DoD has had policies and procedures in place since 1985 to limit the use of military aircraft when such use was not cost-effective. Throughout the latter part of the 1980s and the early 1990s, DoD regulations stipulated that DoD personnel should use scheduled commercial airlines or airlift services whenever those airlines could satisfy mission requirements of DoD travelers. When DoD personnel used DoD aircraft, the travelers were required to document the justification, and where appropriate, make cost comparisons with commercially available aircraft. The regulations had provisions for using DoD aircraft when space was available on operational or training missions to maximize the cost-effectiveness of the DoD aircraft. DoD travelers could also use Government aircraft when that mode of travel was the only method for satisfying urgent mission needs. The guidance required that appropriate authorizations and other justifying documentation be retained for 1 year.

Executive Office Guidance. Beginning in 1992, the Executive Office issued new policies that redefined and clarified procedures for justifying the travel of Government officials on military aircraft. OSD began implementing the new policies on travel stated in OMB Circular A-126 and OMB Bulletin No. 93-11 with the June 10, 1994, Secretary of Defense memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel." The Secretary's memorandum provided more detailed guidelines on requests for the use of military aircraft in DoD, and established the documentation requirements that were specified in the new OMB guidance, which included extending the documentation retention to 2 years. However, OSD officials interpreted the guidance in OMB Circular A-126 and Bulletin No. 93-11 as applicable to

civilian business travel and military temporary duty travel. Consequently, the June 10, 1994, memorandum was limited to temporary duty travel and did not specifically address the PCS travel of flag rank officers.

OSD Policy. Deputy Secretary of Defense memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel," May 9, 1995, clarified the interpretation of the OMB guidance and provided that PCS travel by senior DoD officials was subject to the same provisions as temporary duty travel. The Deputy Secretary's memorandum restated that designated, required use travelers, which included all four-star, flag rank officers on official travel, were required to use military aircraft for security purposes and to maintain constant secure communications in the specially-equipped aircraft. A required user did not need a cost comparison with commercially available or other available DoD aircraft to justify military aircraft.

Inspector General, DoD, Report. The Inspector General, DoD, report, "Travel by General Joseph W. Ashy, U.S. Air Force, From Italy to Colorado in September 1994 and Related Matters," June 1995, stated that the dispatch of an empty C-141B aircraft and General Ashy's subsequent flight aboard that aircraft were unnecessary because commercial flights and other military flights were available. The report concluded that the flight was wasteful and reflected a culture that apparently lacked adequate cost consciousness in providing services to senior officials. The report recommended that the Secretary of Defense and the Secretaries of the Military Departments require military necessity and reasonableness of incurred cost to be the primary considerations in determining travel services provided to senior officials. The report further recommended that the Secretary of Defense review the new policies that require flag rank officers to use Government aircraft for all official travel, temporary duty, and reassignment, because reasons for required use of Government aircraft do not necessarily apply during reassignment travel.

New DoD Policies on PCS Travel. The OSD and the Military Departments have implemented policies that address the weaknesses reported by the Inspector General, DoD. The Deputy Secretary of Defense issued the memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel," on October 1, 1995, to add controls for required use travelers of military aircraft. The memorandum added a new procedure whereby required use travelers were to document mission necessity when using military aircraft for PCS travel. The memorandum also stated that required use travelers must obtain authorization from the Secretary of Defense or from the Secretary of the Military Department, as appropriate, before the PCS travel. In a subsequent OSD memorandum to the Military Departments, "Travel Guidelines," December 19, 1995, the Secretary of Defense reemphasized the DoD policy on the use of military aircraft, but did not add further guidance.

Military Departments' Implementation of Travel Policy. Each of the Military Departments issued directions or guidance that implemented the new OSD policies on PCS travel (see Enclosure 2 for the OSD and the Military Departments policies). In some instances, the policies that the Military Departments implemented added further controls on the use of military aircraft for PCS travel. For example, the Army memorandums to implement the Deputy Secretary's May 9, 1995, guidance included procedures that:

- o designated the Army Chief of Staff as the only military required use traveler.

- o required Army commanders to prepare periodic reports on the use of certain types of military aircraft for travel.

- o established the control of travel as an item of special interest during Army Inspector General and Army Audit Agency inspections, audits, and reviews.

PCS Travel Data. The flag rank officer use of military aircraft markedly decreased after FY 1994, when new, more definitive DoD policies were being implemented. The data (Enclosures 3 through 7) show that only 26 flag rank officers used military aircraft over a 2-year and 5-month period ending February 29, 1996. The most significant use of military aircraft was in FY 1994 (19 PCS moves) when new travel policies were being implemented. For FY 1995 and the first 5 months of FY 1996, the Military Departments reported that only seven flag rank officers used military aircraft for PCS travel.

Flag Rank Officers Use of Military Aircraft. In FY 1994, although 19 flag rank officers used military aircraft, that number represented only 4.2 percent of the total PCS moves (455) by flag rank officers in DoD during that year. The 19 travelers also represented only 2.1 percent of all the flag rank officers in DoD during that year. Additionally, of the 26 PCS moves by flag rank officers, 15 (57.7 percent) were required use travelers at the O-10 rank. Only four required use travelers used military aircraft after FY 1994. After the implementation of the October 1, 1995, OSD memorandum, the Navy reported that only one required use traveler used military aircraft for PCS travel. The Secretary of Defense authorized that trip.

Appropriate Use of Military Aircraft. Senior military officers' use of military aircraft for PCS moves is appropriate in some instances, and DoD policies provide for such exceptions. For example, the Military Departments reported that several flag rank officers had used space available aboard military aircraft to complete some portions of their PCS moves. In one instance, a general officer was evacuated from a foreign country for medical reasons. On the basis of the information provided, these examples appeared to be justifiable and appropriate use of military aircraft by senior military officers.

Summary

We concluded that the Military Departments had satisfactorily implemented DoD policies to control the use of military aircraft by flag rank officers for PCS travel. Those policies are reasonable in that they do not totally preclude such use, but they greatly reduce the risk of abuse.

Management Comments

We provided a draft of this report to you on June 13, 1996. Because this is an information report that contains no findings or recommendations, written comments were not required, and none were received. Therefore, we are publishing this report in final form.

We appreciate the courtesies extended to the staff. For additional information on this report, please contact Mr. John A. Gannon, Program Director, at (703) 604-9427 (DSN 664-9427) or Mr. Tilghman A. Schraden, Project Manager, at (703) 604-9436 (DSN 664-9436). Enclosure 9 lists the report distribution. The team members are listed inside the back cover.



Robert J. Lieberman
Assistant Inspector General
for Auditing

Enclosures

Definitions of Travel Terms

Government aircraft. Any aircraft owned, leased, chartered, or rented and operated by an Executive agency.

Military aircraft. Any aircraft owned, leased, chartered, or rented and operated by the DoD.

Mission requirements. Activities that constitute the discharge of an agency's official responsibilities. Such activities include, but are not limited to, the transportation of troops and equipment, training, evacuation (including medical), intelligence and counter-narcotics activities, search and rescue, transportation of prisoners, use of defense attache-controlled aircraft, aeronautical research and space and science applications, and other such activities. Mission requirements do not include official travel to give speeches, to attend conferences or meetings, or to make routine site visits.

Mission requirements use. Use of military aircraft is required to accomplish activities that constitute the discharge of an agency's official responsibilities and which are necessary to accomplish the agency's mission.

Official travel. Travel to meet mission requirements, required use travel, or other travel for the conduct of agency business.

Other official travel. Travel that is normally accomplished using commercial transportation and is for the conduct of DoD official business other than "Required Use" and "Mission Requirements Use." "Other Official Travel" includes travel for giving speeches, attending conferences or meetings, and making routine site visits.

Reasonably available commercial aircraft. Commercial airline or airlift service that is available to effectively fulfill the mission requirement and is able to meet the traveler's departure and arrival requirements within a 24-hour period.

Required use. Use of a Government aircraft for the travel of an Executive agency officer or employee, where the use of the Government aircraft is required because of bona fide communications or security needs of the agency or exceptional scheduling requirements.

Definition of Travel Terms

Required use travelers. Such designated travelers are required to use military aircraft due to their continuous requirement for secure communications, for security, or for responsive transportation to satisfy exceptional scheduling requirements dictated by frequent short-notice travel, which makes commercial transportation unacceptable.

Senior officials. Active duty, retired, Reserve, or National Guard military officers in grades O-7 and above, current and former civilians in the grade of GS- or GM-16 or above, current or former members of the Senior Executive Service, and current and former DoD civilian Presidential appointees.

OSD and Military Department Travel Policies

The OSD and the Military Departments issued directions or guidance that implemented and emphasized controls on the use of government aircraft and air travel in DoD.

Implementation of OMB Guidance

Secretary of Defense memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel," June 10, 1994. The Secretary of Defense memorandum implemented the new policies on travel stated in OMB Circular A-126 and OMB Bulletin No. 93-11.

Army. The Army implemented the June 10, 1994, memorandum with the following added guidance.

- o Secretary of the Army memorandum, "Policy for Travel by Department of the Army Officials," July 15, 1994

- o Secretary of the Army memorandum, "Travel by Department of the Army Officials," February 19, 1995

Navy. The Navy did not issue separate Navy guidance in response to the June 10, 1994, memorandum, but implemented OSD policies at the direction of the Secretary of the Navy.

Air Force. The Air Force implemented the June 10, 1994, memorandum with the following added guidance.

- o Air Force Instruction 24-101, "Transportation, Passenger Movement," July 25, 1994

- o Air Force Chief of Staff memorandum, "Air Force Policy on the Use of Government Aircraft and Air Travel," July 27, 1994

- o Air Force Chief of Staff memorandum, "Use of Air Force Aircraft," February 8, 1995

Deputy Secretary of Defense memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel," May 9, 1995. The May 9, 1995, memorandum clarified the interpretation of the OMB guidance and provided that PCS travel by senior DoD officials was subject to the same provisions as temporary duty travel.

OSD and Military Department Travel Policies

Army. The Army implemented the May 9, 1995, memorandum in the following guidance.

- o Secretary of the Army memorandum, "Policy for Travel by Department of the Army Officials," July 11, 1995

- o Army Chief of Staff memorandum, "Policy for Travel by Department of the Army Officials," August 8, 1995

Navy. Navy officials stated that the Navy did not specifically implement the OSD May 9, 1995, guidance on PCS travel, because new guidance was being developed and implemented at OSD too quickly. However, the May 9, 1995, memorandum was disseminated to the fleet commanders.

Air Force. The Air Force implemented the May 9, 1995, memorandum in the Air Force Chief of Staff memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel," May 23, 1995.

Issuance of DoD Policies on PCS Travel As a Result of Inspector General, DoD, Report

Deputy Secretary of Defense memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel," October 1, 1995. As a result of the June 1995, Inspector General, DoD, report on General Ashy, the Deputy Secretary of Defense issued the memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel," on October 1, 1995, to add controls for required use travelers of military aircraft.

Army. The Army implemented the October 1, 1995, memorandum in the following guidance.

- o Secretary of the Army memorandum, "Policy for Travel by Department of the Army Officials," December 8, 1995

- o Army Chief of Staff memorandum, "Policy for Travel by Department of the Army Officials, May 28, 1996

Navy. The Navy did not issue separate Navy guidance but implemented the October 1, 1995, memorandum at the direction of the Secretary of the Navy and disseminated the OSD guidance to Navy commands.

Air Force. The Air Force implemented the October 1, 1995, memorandum with the following guidance.

OSD and Military Department Travel Policies

o Air Force Instruction 24-101, "Transportation, Passenger Movement," October 1, 1995

o Air Force Chief of Staff memorandum, "DoD Policy on the Use of Government Aircraft and Air Travel," October 16, 1995

**Use of Military Aircraft by Flag Rank Officers for PCS Travel
Total Flag Rank Officers, FY 1994 Through February 1996
(Within DoD)**

	Active Duty Flag Officers	Total PCS Travel	PCS Travel as a Percent of Active Duty	PCS Travel Via MILAIR*	Percent of Total PCS Travel Via MILAIR
<u>Fiscal Year 1994</u>					
Army	326	183	56.13	4	2.19
Navy	229	95	41.48	7	7.37
Air Force	295	153	51.86	7	4.58
Marine Corps	68	24	35.29	1	4.17
Subtotal	918	455	49.56	19	4.18
<u>Fiscal Year 1995</u>					
Army	291	149	51.20	0	0.00
Navy	218	73	33.49	0	0.00
Air Force	274	194	70.80	4	2.06
Marine Corps	68	46	67.65	1	2.17
Subtotal	851	462	54.29	5	1.08
<u>Fiscal Year 1996**</u>					
Army	307	18	5.86	0	0.00
Navy	218	21	9.63	1	4.76
Air Force	276	50	18.12	1	2.00
Marine Corps	68	3	4.41	0	0.00
Subtotal	869	92	10.59	2	2.17
Total		1,009		26	2.58

* MILAIR - Military aircraft

** Partial fiscal year, from October 1995 through February 1996

**Use of Military Aircraft by Flag Rank Officers for PCS Travel
Total O-7 Through O-10, FY 1994 Through February 1996
(Within Department of the Army)**

Rank	Active Duty Flag Officers	Total PCS Travel	PCS Travel as a Percent of Active Duty	PCS Travel Via MILAIR*	Percent of Total PCS Travel Via MILAIR
<u>Fiscal Year 1994</u>					
General	12	10	83.33	3	30.00
Lieutenant General	36	24	66.67	0	0.00
Major General	114	84	73.68	1	1.19
Brigadier General	164	65	39.63	0	0.00
Subtotal	326	183	56.13	4	2.19
<u>Fiscal Year 1995</u>					
General	11	1	9.09	0	0.00
Lieutenant General	39	14	35.90	0	0.00
Major General	92	68	73.91	0	0.00
Brigadier General	149	66	44.30	0	0.00
Subtotal	291	149	51.20	0	0.00
<u>Fiscal Year 1996**</u>					
General	12	1	8.33	0	0.00
Lieutenant General	38	1	2.63	0	0.00
Major General	101	8	7.92	0	0.00
Brigadier General	156	8	5.13	0	0.00
Subtotal	307	18	5.86	0	0.00
Total		350		4	1.14

* MILAIR - Military aircraft

** Partial fiscal year, from October 1995 through February 1996

**Use of Military Aircraft by Flag Rank Officers for PCS Travel
O-7 Through O-10, FY 1994 Through February 1996
(Within Department of the Navy)**

Rank	Active Duty Flag Officers	Total PCS Travel	PCS Travel as a Percent of Active Duty	PCS Travel Via MILAIR*	Percent of Total PCS Travel Via MILAIR
<u>Fiscal Year 1994</u>					
Admiral	11	5	45.45	5	100.00
Vice Admiral	26	19	73.08	0	0.00
Rear Admiral (Upper Half)	80	20	25.00	2	10.00
Rear Admiral (Lower Half)	112	51	45.54	0	0.00
Subtotal	229	95	41.48	7	7.37
<u>Fiscal Year 1995</u>					
Admiral	11	0	0.00	0	0.00
Vice Admiral	28	4	14.29	0	0.00
Rear Admiral (Upper Half)	70	12	17.14	0	0.00
Rear Admiral (Lower Half)	109	57	52.29	0	0.00
Subtotal	218	73	33.49	0	0.00
<u>Fiscal Year 1996**</u>					
Admiral	8	1	12.50	1	100.00
Vice Admiral	22	1	4.55	0	0.00
Rear Admiral (Upper Half)	77	6	7.79	0	0.00
Rear Admiral (Lower Half)	111	13	11.71	0	0.00
Subtotal	218	21	9.63	1	4.76
Total		189		8	4.23

* MILAIR - Military aircraft

** Partial fiscal year, from October 1995 through February 1996

**Use of Military Aircraft by Flag Rank Officers for PCS Travel
O-7 Through O-10, FY 1994 Through February 1996
(Within Department of the Air Force)**

Rank	Active Duty Flag Officers	Total PCS Travel	PCS Travel as a Percent of Active Duty	PCS Travel Via MILAIR*	Percent of Total PCS Travel Via MILAIR
<u>Fiscal Year 1994</u>					
General	11	7	63.64	3	42.86
Lieutenant General	33	24	72.73	0	0.00
Major General	78	38	48.72	4	10.53
Brigadier General	173	84	48.55	0	0.00
Subtotal	295	153	51.86	7	4.58
<u>Fiscal Year 1995</u>					
General	10	12	120.00	3	25.00
Lieutenant General	34	21	61.76	0	0.00
Major General	90	54	60.00	0	0.00
Brigadier General	140	107	76.43	1	0.93
Subtotal	274	194	70.80	4	2.06
<u>Fiscal Year 1996</u>					
General	10	1	10.00	0	0.00
Lieutenant General	37	4	10.81	0	0.00
Major General	86	15	17.44	0	0.00
Brigadier General	143	30	20.98	1	3.33
Subtotal	276	50	18.12	1	2.00
Total		397		12	3.02

* MILAIR - Military aircraft

** Partial fiscal year, from October 1995 through February 1996

**Use of Military Aircraft by Flag Rank Officers for PCS Travel
O-7 Through O-10, FY 1994 Through FY 1996
(Within Marine Corps)**

Rank	Active Duty Flag Officers	Total PCS Travel	PCS Travel as a Percent of Active Duty	PCS Travel Via MILAIR*	Percent of Total PCS Travel Via MILAIR
<u>Fiscal Year 1994</u>					
General	2	1	50.00	0	0.00
Lieutenant General	9	6	66.67	0	0.00
Major General	23	6	26.09	0	0.00
Brigadier General	34	11	32.35	1	9.09
Subtotal	68	24	35.29	1	4.17
<u>Fiscal Year 1995</u>					
General	3	2	66.67	0	0.00
Lieutenant General	9	2	22.22	0	0.00
Major General	22	17	77.27	1	5.88
Brigadier General	34	25	73.53	0	0.00
Subtotal	68	46	67.65	1	2.17
<u>Fiscal Year 1996**</u>					
General	3	0	0.00	0	0.00
Lieutenant General	9	1	11.11	0	0.00
Major General	22	0	0.00	0	0.00
Brigadier General	34	2	5.88	0	0.00
Subtotal	68	3	4.41	0	0.00
Total		73		2	2.74

* MILAIR - Military aircraft

** Partial fiscal year, from October 1995 through February 1996

Organizations Visited or Contacted

Office of the Secretary of Defense

Under Secretary of Defense for Acquisition and Technology, Washington, DC
Assistant Deputy Under Secretary of Defense (Transportation Policy),
Washington, DC
Special Assistant to the Secretary of Defense for White House Liaison,
Washington, DC

Joint Staff

Office of the Chairman, Joint Chiefs of Staff,
Washington, DC
Office of the Director, Joint Staff, Washington, DC
Deputy Inspector General, Joint Staff, Washington, DC

Department of the Army

Office of the Under Secretary of the Army, Washington, DC
Office of the Administrative Assistant to the Secretary of the Army,
Washington, DC
Deputy Chief of Staff for Logistics, Washington, DC
Deputy Chief of Staff for Operations and Plans, Washington, DC
General Officers Management Office, Washington, DC
Office of the Director, Army Staff
Office of the Inspector General, Washington, DC
Office of the Auditor General, Washington, DC

Department of the Navy

Assistant Secretary of the Navy (Financial Management and Comptroller),
Washington, DC
Office of the Comptroller of the Navy, Washington, DC
Office of the Chief of Naval Operations, Washington, DC
Bureau of Naval Personnel, Arlington, VA
Office of the Naval Inspector General, Washington, DC
Commandant of the Marine Corps, Washington, DC
Marine Corps Manpower Office, Washington, DC

Organizations Visited or Contacted

Department of the Air Force

Assistant Secretary of the Air Force (Financial Management and Comptroller),
Washington, DC
Office of the Deputy Chief of Staff (Logistics), Washington, DC
Air Force Inspector General, Washington, DC

Unified Commands

United States Transportation Command, Scott Air Force Base, IL
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Director, National Security Agency
Inspector General, National Security Agency
Inspector General, Defense Intelligence Agency

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Office of Management and Budget
General Accounting Office, Technical Information Center
National Security and International Affairs Division

Non-Defense Federal Organizations (cont'd.)

Chairman and ranking minority member of each of the following congressional committees and subcommittees:

Senate Committee on Appropriations
Senate Subcommittee on Defense, Committee on Appropriations
Senate Committee on Armed Services
Senate Committee on Governmental Affairs
House Committee on Appropriations
House Subcommittee on National Security, Committee on Appropriations
House Committee on Government Reform and Oversight
House Subcommittee on Government Management, Information and Technology
House Subcommittee on National Security, International Affairs, and Criminal
Justice, Committee on Government Reform and Oversight
House Committee on National Security

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