

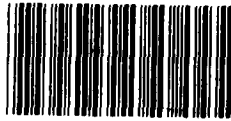


UNITED STATES GENERAL ACCOUNTING OFFICE
WASHINGTON, D.C. 20548

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LOGISTICS AND COMMUNICATIONS
DIVISION



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JANUARY 9, 1979

The Honorable Clifford L. Alexander, Jr.
The Secretary of the Army

Dear Mr. Secretary:

On January 17, 1978, Congressman Aspin requested that we review the U.S. Army operations in Europe to determine if the Army has encouraged its officers to personally drive administrative use-type vehicles under a "U-drive-it" policy or if officers are assigned vehicles with enlisted personnel as drivers. If enlisted personnel were used as drivers on other than a miniscule scale, he asked if this practice occurred with the acquiescence of higher authority and what remedies would be appropriate.

We found that a U-drive-it policy has not been adequately emphasized in regulations and that such a program had not been fully implemented by the Army in Europe. It is a common practice to dispatch administrative-use vehicles and to use enlisted personnel as drivers. Even when cars are provided on a U-drive-it basis, the requesting unit can assign a soldier as a chauffeur for the vehicle. In both situations, the drivers have idle time waiting while their passengers conduct business. For example, during a recent 1-week period, in March 1978 about 120 taxi trips were provided to officers of the two Corps Headquarters in Germany and the drivers averaged over 3-hours waiting per trip.

Also some groups appear to have been assigned more vehicles than needed. A number of vehicles permanently assigned to units appear to have been assigned, in part, on the basis of personal convenience rather than actual requirements.

These matters are discussed in detail in the attached appendix.

We recognize that some general officers and other command officials perform work while enroute and may require chauffeur service and that parking problems, traffic conditions, lack of familiarization with the area may present

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time constraints which may require a driver with the vehicle. Also, chauffeured vehicles are often needed for visiting dignitaries and high level officials.

Nevertheless, we believe the Army should revise its regulation to emphasize the U-drive-it policy as stated by the Office of the Deputy Chief of Staff for Logistics and implement a uniform U-drive-it program in Europe. The Army also needs to closely monitor the program to assure compliance. Army commands in Europe have taken some action and promised more action in response to our suggested improvements, but these changes are less than required to alleviate the problems.

RECOMMENDATIONS

We recommend that you direct that appropriate Army regulations be amended to:

- Specify that taxi service be restricted to the local area of dispatch with specific area limits prescribed locally.
- Specify that driver waiting time be minimized by providing "drop-off" and "pickup" service under waiting time guidelines established locally.
- Clearly state that a U-drive-it dispatch is the preferred method of dispatch if service cannot be adequately provided by public transportation, regularly scheduled military bus service, or local taxi service.
- Clearly state that U-drive-it vehicle dispatch means that vehicle users drive themselves.
- Provide guidance for determining which officials are authorized drivers, regardless of waiting time.

In addition, we recommend that you direct either the Army Audit Agency or the Inspector General's office to periodically evaluate the effectiveness of the actions taken to correct the problems discussed in this report. These reviews should also consider whether the number of vehicles permanently assigned to Army units and the National Security Agency are based on valid requirements.

AGENCY COMMENTS

Department of Army headquarters and U.S. Army, Europe, officials agreed with our findings about the permanent assignment of vehicles and drivers and stated that our recommendations were reasonable. Department of Army officials said they would revise Army regulations to emphasize the use of U-drive-it vehicles and radio controlled taxis.

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As you know, section 236 of the Legislative Reorganization Act of 1970 requires the head of a Federal agency to submit a written statement on actions taken on our recommendations to the Senate Committee on Governmental Affairs and the House Committee on Government Operations not later than 60 days after the date of the report and to the House and Senate Committees on Appropriations with the agency's first request for appropriations made more than 60 days after the date of the report.

We are sending copies of this report to Congressman Aspin; the Director, Office of Management and Budget; the National Security Agency; and to interested committees and Members of Congress.

We would appreciate being told of actions taken on the matters discussed in this letter.

Sincerely yours,



R. W. Gutmann
Director

THE U.S. ARMY'S USE OF DRIVERS FOR OFFICERS
AND CIVILIAN EMPLOYEES IN EUROPE

BACKGROUND

To secure motor vehicle transportation essential to performing official business, Department of Defense regulations (4500.36-R) specify that the following alternatives be considered:

- Defense scheduled bus service.
- Scheduled public transportation.
- Defense motor vehicle.
- Privately owned motor vehicle on a reimbursable basis.
- Taxi cab on a reimbursable basis.

Defense motor vehicles in the third category above are termed administrative-use vehicles by the Army and normally consist of sedans or station wagons. Vehicles of military design are also used for administrative purposes but their use is usually confined to local areas.

The total number of individuals who serve as drivers of administrative-use vehicles in Europe is not known as statistical data has not been regularly compiled. Although the Army in Europe is authorized about 9,000 military and local national drivers, their duties include driving buses, heavy equipment, and tactical vehicles in addition to administrative-use vehicles.

However, the number of chauffeurs is likely to be considerably less than the 2,300 sedans and station wagons in the European theater because most of these vehicles are assigned at military communities. 1/ At the three communities we

1/ The U.S. Army, Europe, which has units located throughout the Federal Republic of Germany, is organized into 32 military communities which coincide with major metropolitan areas. These communities provide units and elements within these areas with base support functions, such as utility operation, maintenance of real property, transportation, housing, engineering support, and other typical community services.

visited, 82 to 96 percent of these vehicles were assigned without a driver.

Due to reductions in the number of Army drivers during the mid-1970s, more individuals drive themselves now than in past years. Although no overall statistics about drivers were available, we were told these reductions were extensive. For example, we were advised that the U.S. Army, Europe (USAREUR) Headquarters' transportation company strength was reduced from about 230 drivers in 1975 to the current level of 83.

SCOPE OF REVIEW

Our objectives were to determine the extent to which enlisted personnel were used as drivers for Army officers in Europe, whether a U-drive-it policy has been emphasized and implemented, and if drivers waited lengthy time periods for their passengers. We reviewed the use of administrative-use vehicles and the extent to which selected individuals and groups used driver services. Drivers, those requiring transportation, and officials responsible for transportation were interviewed.

We concentrated on activities during March and April 1978 and performed our review at the U.S. European Command (USEUCOM), Stuttgart, West Germany, and the following U.S. Army organizations in West Germany:

- Headquarters, U.S. Army, Europe and 7th Army, Heidelberg.
- Headquarters, V and VII Corps at Frankfurt and Stuttgart, respectively.
- Goeppingen, Heidelberg, and Wiesbaden military communities.

THE ARMY SHOULD EMPHASIZE THE U-DRIVE-IT PROGRAM IN EUROPE

According to the Office of the Deputy Chief of Staff for Logistics, the Army is to emphasize U-drive-it dispatch and radio taxi service to the fullest extent possible. In correspondence dated August 12, 1976, the Deputy Chief states that dispatching drivers with vehicles when the driver is required to wait an unreasonable amount of time should not be encouraged. Although the intent of these positions appears to be directed at ensuring economical and efficient official transportation, Army regulations did not reflect this.

Officials responsible for managing administrative-use vehicles at the installations we visited were not aware of the policies described in the August 12 letter. Army regulations state that "Normally * * * the bulk of transportation requirements can be supported by dispatching vehicles for short periods of time, to include 'taxi' vehicles or vehicles driven by users." The regulations contain no clear statement that taxi service and U-drive-it dispatches are preferred for reasons of efficiency and economy.

Because Army regulations do not emphasize the U-drive-it policy and a program stressing the use of self-driven vehicles has not been implemented, soldiers are used as drivers and are wasting considerable time chauffeuring vehicles and waiting for passengers.

We believe the Army should revise its regulations to emphasize the U-drive-it policy as stated by the Office of the Deputy Chief of Staff for Logistics and implement a uniform U-drive-it program in Europe. The Army also needs to monitor the program to assure compliance.

Assignment of administrative use vehicles with drivers

The process of assigning vehicles with drivers varies at Army organizations in Europe as follows.

At USEUCOM, about 50 percent of the vehicles are reserved for U-drive-it dispatch. Some of these vehicles are assigned to various groups or individuals on a permanent basis; the remainder are available for daily dispatch. Twelve USEUCOM vehicles and drivers are reserved for duty to drive distinguished visitors but, if not required, the drivers are employed for general dispatch. Taxi service is restricted to the local area unless a specific requirement cannot be satisfied by a U-drive-it dispatch. Permanently assigned vehicles with drivers are only provided for the two senior generals at USEUCOM.

At USAREUR Headquarters U-drive-it vehicles also comprise about 50 percent of the fleet. In contrast to USEUCOM, where only two vehicles with drivers are permanently assigned, about 32 of the USAREUR vehicles are assigned with drivers on a permanent basis to individuals and headquarters staff offices. The remaining vehicles with drivers are used to provide taxi service regardless of the destination. The duty of driving distinguished visitors is shared between the USAREUR staff offices and the transportation company.

The vehicle requirements of V and VII Corps Headquarters are supplied by transportation companies. Drivers are provided with every vehicle dispatch. In addition to administrative-use vehicle support during peacetime, the transportation companies also provide tactical support for Corps Headquarters during exercises or wartime conditions.

Community motorpools provide administrative-use vehicles for military communities. Vehicles are dispatched on a U-drive-it basis with each using unit supplying its own driver. Even though each community motorpool has assigned drivers, they are primarily bus drivers and secondarily local taxi drivers.

In summary, except at the Corps Headquarters where drivers were provided with every vehicle dispatched, the assignment of vehicles on a U-drive-it basis ranged from a low of about 48 percent at one installation to a high of about 96 percent at another.

The following chart presents the assignment patterns at these organizations. These statistics are representative estimates of vehicle and driver assignments, but they do not reflect the activities of any particular day since assignments vary daily.

Vehicle and Driver Assignments
by Organization for
March and April 1978

<u>Organization</u>	<u>With</u>		<u>Dispatch</u>		<u>Total</u>	
	<u>driver</u>		<u>Without</u>	<u>driver</u>		
	(No.)	(Percent)	(No.)	(Percent)	(No.)	(Percent)
Headquarters:						
USEUCOM	37	49	38	51	75	100
USAREUR	40	52	37	48	77	100
V CORPS	40	100	-	-	40	100
VII CORPS	20	100	-	-	20	100
Communities:						
Goepfinger	1	4	26	96	27	100
Wiesbaden	3	11	24	89	27	100
Heidelberg	8	18	36	82	44	100

EXCESSIVE DRIVER WAITING TIMES

In addition to the lengthy time periods enlisted drivers spend actually driving vehicles, we found an even greater waste in idle driver waiting time because:

--Waiting time for taxi type service on local and long distance trips was not controlled.

--Driver waiting time was not controlled by organizations furnishing drivers for U-drive-it vehicles.

Taxi service waiting time not controlled

Although limits should be established and controlled for both local and long distance taxi-type service, several Army organizations providing taxi service ^{1/} had not placed reasonable limits on either the distance a taxi should travel or on the time a driver should wait for a passenger. Without such limits, excessive waiting time can occur at the point passengers are picked up and at the destination. This type of unlimited taxi service was provided at the USAREUR and V and VII Corps Headquarters, resulting in lengthy driver waiting time.

Although excessive waiting time occurred for both local and long distance taxi service, the worst cases were associated with long distance trips. For example, 37 sedans were dispatched for taxi service by the VII Corps' transportation company from March 13 to 17, 1978. An average of about 265 miles was covered during each trip and the drivers averaged over a 4-hour wait at the destination. At the V Corps, 81 sedans provided this type of taxi service during the same week. The V Corps drivers averaged over a 3-hour wait per trip. Examples of the more lengthy driver waiting periods are shown on the following table.

^{1/}Taxi service provided to distant locations was described as "general dispatch with driver" by several Army organizations.

<u>Departure point</u>	<u>Desti- nation</u>	<u>Estimated round trip miles</u>	<u>Total time</u>	<u>Driver's waiting time</u>
VII Corps	Bamberg	318	14 hrs.	7 hrs., 25 min.
Headquarters,	Heidelberg	174	11.5 hrs.	8 hrs., 5 min.
Stuttgart	CENTAG	180	11 hrs.	7 hrs.,
V Corps	Giessen	106	9 hrs., 10 min.	6 hrs., 45 min.
Headquarters,	Heidelberg	124	8 hrs., 30 min.	7 hrs., 20 min.
Frankfurt	Stuttgart	280	13 hrs., 30 min.	5 hrs., 30 min.

In addition, two to three similar taxi trips were made each day from the USAREUR Headquarters. While waiting, these drivers could spend portions of their time on vehicle maintenance or completing correspondence courses. The drivers were, however, idle the majority of the time. These operations were the most prominent illustrations of lengthy driver waiting periods.

Several individuals who used these services reported that, if they had military drivers licenses, they could have driven themselves. Since it is permissible for individuals to obtain military drivers licenses, we believe those who frequently travel in official vehicles should obtain drivers licenses and drive themselves. Other officers said they worked while traveling and could not accomplish their tasks properly if they drove themselves.

Drivers assigned by groups to U-drive-it vehicles wait long periods of time

The term U-drive-it can have more than one meaning. When a motorpool provides a vehicle without a driver, it is considered to be a U-drive-it vehicle, but each unit can supply its own driver. Thus, a U-drive-it vehicle does not preclude chauffeur assignments nor long driver waiting times. We believe such assignments conflict with the program's intent. We believe the spirit of a U-drive-it policy should be that those needing transportation should drive themselves.

At the military communities, enlisted persons had been assigned to drive U-drive-it vehicles and waited lengthy periods. For example, at the Goepfingen Community a sedan was assigned to the 1st Support Battalion. During one week in March, an enlisted driver made the following trips.

<u>Destination</u>	<u>Miles</u>	<u>Waiting time</u>
Heidelberg	302	8 hrs., 50 min.
Boeblingen	91	4 hrs., 50 min.

In both cases an officer was driven by an enlisted person. Although the Battalion Commander informed us his driver performs secretarial duties at the destination, the principal reason given for not driving himself was that he does not have a military drivers license.

At Wiesbaden Community a U-drive-it vehicle was requested for an 84-mile round trip to Frankfurt by the Supply Officer, a 1st Lieutenant. The vehicle was dispatched for 8 hours with an associated wait of about 2-1/2 hours for the driver, a Private First Class. The Lieutenant said he does not always use a driver but could employ one of his men as a driver when he chooses.

At the Heidelberg Community, the Commander of an Engineering Battalion assigns his headquarters tactical driver to drive the unit's U-drive-it sedan. When traveling outside the Heidelberg area, the following driver waiting periods occurred during a 14-day period.

<u>Destination</u>	<u>Miles</u>	<u>Waiting time</u>
	(estimated)	
Darmstadt	106	1 hr., 45 min.
Hanau	170	10 hr.,
Hanau	170	11 hr., 30 min.
Hanau	170	4 hr., 30 min.

At each of the three military communities, additional incidents occurred when drivers were assigned to Army units or groups and had to wait long periods of time. No attempt was made to identify the precise scope of these occurrences due to the excessive time required for examining vehicle records and conducting interviews with drivers and official users. However, a sufficient number of cases were identified at each community to warrant management attention.

INTERNAL DEFENSE REVIEWS OF DRIVER ACTIVITIES

A variety of audit organizations--Army Audit Agency, Defense Audit Service, Inspector General's office--periodically review the management of administrative-use vehicles. None of these organizations have included driver assignments in their recent audits in Europe.

SITUATIONS WHICH JUSTIFY
ENLISTED DRIVERS AND CAUSE
UNAVOIDABLE WAITING TIME

Some Army officers in high positions with assignments directly related to combat readiness appear justified in using enlisted drivers. For these drivers, waiting time is unavoidable. Officers at all levels of command, however, used enlisted men as drivers. We believe the regulations should require the Army to specifically designate those command positions requiring an enlisted driver.

Waiting periods also may be unavoidable when distinguished visitors are provided chauffeur driven vehicles, when officers who are temporarily unable to drive, or when parking problems, traffic conditions, lack of familiarization with routes and destinations may necessitate a trained and knowledgeable driver.

Drivers for those in
command positions

Officers in command positions were often provided with drivers or assigned drivers from their units. Several high ranking officers pointed out that they could not accomplish their duties unless they worked while enroute to their destinations. One officer said these drivers can perform important courier or administrative duties. When drivers are used for officers in such combat sensitive, readiness related positions, waiting time appears of subordinate concern to the performance of the Army mission and, therefore, unavoidable.

However, Army guidance does not specify which positions should be authorized drivers. This absence of regulatory guidance raises the questions. Which officers should be authorized the services of a driver? Should each organization assume that authorized drivers for tactical missions are also to be assigned driving duty in administrative-use vehicles for commanding officers? When should such service be provided in lieu of U-drive-it operations?

Distinguished visitors

At the USEUCOM and USAREUR Headquarters, special sections provide sedan transportation for distinguished visitors. At USEUCOM, distinguished visitors are provided transportation by a protocol group under the direction of the headquarters transportation motorpool. Up to 12 vehicles and drivers are assigned to this group daily. At the USAREUR

Headquarters, sedan transportation for distinguished visitors is shared among the Secretary of the General Staff, the vehicles and drivers assigned to individuals or staff officers, and the transportation company supporting the headquarters.

Army officials arranging transportation for distinguished visitors said that while they attempt to control driver waiting time, it is unavoidable when providing this service. These officials said that the transportation provided is for official business, that maintaining visitors' schedules is important, that visitors could get lost if they drive themselves, and that providing such service for distinguished visitors is in the Army's best interest.

AGENCY ACTIONS

High-level Army officers contacted were aware that some drivers waited long periods of time. In general, officers said that lengthy driver waiting time was an ineffective use of personnel and that solutions to this problem should be implemented. However, they believed that some driver waiting time was unavoidable.

We made suggestions during this review for improvements and some of these have already been implemented. The U.S. European Command, for example, agreed to formalize its promotion of a U-drive-it policy, emphasize a U-drive-it program in command orientations for arriving personnel, and improve its regulations controlling taxi driver waiting time. The Goepingen and Wiesbaden Communities agreed to emphasize in community directives that driver waiting time should be minimized and that users of vehicles should generally drive themselves.

However, we do not consider the Army's actions to be fully responsive. Although the Goepingen Community regulations were revised to state that users of U-drive-it vehicles should usually drive themselves, the regulations were qualified to exempt officers above the rank of major. Rather than providing such a blanket exemption for officers above a certain rank, we believe officer positions requiring chauffeurs should be specifically identified. By requiring specific identification, we believe the Army can limit chauffeur service to officers with high-level, time sensitive responsibilities directly related to the Army's combat readiness.

Commanders of the V and VII Corps stated that they would take action to decrease driver waiting time and emphasize a U-drive-it program. However, the VII Corps

indicated that they have no plan to change the taxi service to distant locations provided Corps officials. In a June 9, 1978, letter to GAO, the VII Corps stated that implementation of a U-drive-it program would adversely affect the headquarters transportation company's ability to transition to war; would cause Army drivers to service U-drive-it vehicles, resulting in violations of the drivers' enlistment contracts; and would lower combat readiness by increasing maintenance. The same basic arguments were presented by the V Corps and the alternatives discussed below apply to both Corps headquarters.

The Corps Headquarters taxi service to distant locations resulted in the most frequent and repeated instances of lengthy driver waiting time noted during this review. (See p. 5.) These long waiting periods were associated with the sedans dispatched to provide transportation to locations more than 50 miles from headquarters. According to the VII Corps, the following conditions must be met for satisfactory support:

- Transportation must be available for the headquarters staff.
- Combat training must be provided for the transportation company.
- Transition to wartime operations must be speedy.

We believe there are two alternatives to this type of service which would satisfy the Corps requirements and greatly reduce the lengthy driver waiting periods. As the first alternative, the 20 headquarters sedans could be re-assigned and maintained by the community motorpool and provided to the headquarters staff for long distance trips on a U-drive-it basis. The remaining 47 tactical vehicles of the headquarters could be used to provide the necessary tactical training and headquarters transportation in local areas as in the present operation. Upon alert, the 20 sedans could be dedicated to the headquarters until tactical vehicles are issued as currently planned.

As a second alternative, the headquarters could retain the 20 sedans and offer them to headquarters personnel on a U-drive-it basis. Similar to the first alternative, this option would allow rotation of the company's 67 drivers among the 47 tactical vehicles to maintain their combat training. This second option would cause no change to the availability of transportation assets during alert.

To avoid violations of driver enlistment contracts under the second option, several persons could be hired on a part-time basis to service U-drive-it sedans during evening hours. Based on the use of such part-time help at the USAREUR Headquarters, we believe two employees could accomplish the driver's cleaning and maintenance tasks. To cover the employment costs, the number of drivers assigned at the headquarters could be reduced from 67 to 66 with minimal effect on readiness.

No comparative analysis has been performed in Europe to support the VII Corps contention that the Army's U-drive-it vehicles require more maintenance than vehicles operated by assigned drivers. According to USAREUR officials, no U-drive-it sedans have been retired early from service because of unusual deterioration or increased maintenance costs during normal operations. No complaints about normal operations have been received. 1/ Even assuming some increased costs, we do not believe this would justify the continued practice of dispatching drivers who must wait for lengthy periods when individuals could drive themselves.

REQUIREMENTS FOR PERMANENTLY
ASSIGNED VEHICLES NEED REVIEW

While we emphasized driver activities during our review, the assignment of vehicles was a related topic intertwined with driver activities. At the USAREUR Headquarters and the National Security Agency Headquarters, permanent (or recurring) vehicle and driver assignments were not fully controlled and reviewed. We found that vehicles assigned on a permanent basis were used less than expected. As a result, it appears that some of these full-time assignments may not be required.

1/Administrative-use vehicles are rotated among official users so that mileage is accumulated evenly within vehicle fleets. Also, Army officials noted that some administrative sedans have been used as tactical vehicles during exercises and incurred substantial damage.

National Security Agency

The National Security Agency, Central Security Service Headquarters, 1/ is provided vehicles and drivers under a 1976 agreement with USAREUR. The continual assignment of four vehicles to the agency's headquarters is made on the basis of the agreement rather than on historical use and actual needs.

Vehicle usage data shows that the agency makes poor use of its vehicles and indicates that it may have more vehicles than it needs. For example: During a 3-month period between mid December 1977 and March 20, 1978, three of the agency's four sedans were available for use on 162 workdays. They were only used, however, on 78 of these workdays.

Also, vehicles were used for long periods of time to make short trips. Information obtained from trip tickets during a 2-week period in March shows the following:

<u>Vehicle hours on dispatch</u>	<u>Total mileage</u>
10	27
8	80
9	2
9	21

In addition, the former agency chief and acting chief were provided chauffeur service between their offices and the European Command Conference Center--a leisurely 3.5 minute walk. Agency drivers also experienced long delays waiting for passengers.

USAREUR Headquarters

At the USAREUR Headquarters drivers and vehicles from the Headquarters' transportation company were assigned full time to 32 staff organizations or individuals. Detailed justifications were not available for review for 20 of these assignments, including 3 vehicles assigned to the Commander in Chief, USAREUR. Of the offices that submit justifications for these assignments, 6 do not provide explanations sufficient to understand the necessity of a full-time driver.

1/The National Security Agency, Central Security Service Headquarters, is a tenant activity at the USEUCOM Headquarters stationed at Patch Barracks, Stuttgart, West Germany.

Sixteen of these 32 vehicles and drivers are assigned to the USAREUR staff and office heads and are generally used exclusively by these individuals. The remainder are used as general purpose vehicles by other members of the USAREUR staff.

According to statistics prepared by the headquarters' transportation company for the period January through March 1978, 11 of the 32 vehicles were used on less than 50 percent of the days available. During the same period 14 vehicles logged amounts of mileage which indicate that a recurring assignment may not be required based on Army standards.

Nine of the 12 drivers assigned to staff offices or individuals stated that there were frequent periods when they were not required for driving duty. Four of these drivers reported that they are assigned administrative duties which fill out portions of their duty days. Also, nine of the drivers reported that they have long periods of time without duty when carrying passengers to destinations distant from the USAREUR Headquarters at Heidelberg. A detailed analysis of seven of these drivers' activities is presented in the following table.

USAREUR Headquarters
Driver Activities for a 6-Week Period

Case no.	No. of local trips	No. of trips outside local area	Average daily mileage	Driving duties required outside regular duty day		Duty time without driving duty	Other duties
				No. of times	No. of hrs. (percent)		
1	38	10	60	8	14	20	None
2	47	5	45	7	13	40	Administrative
3	42	6	39	2	2	40	Administrative or return to transportation-company
4	59	2	20	1	8	50	None-- studies college courses
5	39	2	24	2	4	55	Administrative
6	97	6	31	No instances		70	None
7	120	3	12	No instances		70	Delivers mail 1 to 2 hours per day

As the table illustrates, the majority of the drivers' duties were within the local area and infrequent amounts of duty were required outside regular working hours. Only one of the drivers was required to drive outside the Heidelberg area more than once per week. Large portions of time were spent without driving related duties.

While the drivers and vehicles described above are often not required to provide transportation service, there was a transportation shortage at the USAREUR Headquarters. During a 2-week period in March, about 30 requests for taxi service and about 40 requests for transportation outside the local area were not filled because vehicles and drivers were not available.

Based on our interviews with drivers, official users, and those responsible for providing transportation, the personal convenience of USAREUR staff heads appears to be a factor in the permanent assignment of vehicles and drivers. Drivers for four of these staff offices reported that they acted as drivers for staff heads on almost an exclusive basis and that their schedules were generally known in advance. Three of the individuals being provided these services agreed that last minute schedule changes requiring transportation were infrequent. Several of the staff heads were also being provided with transportation from their offices to the command office building at the USAREUR Headquarters complex--a distance of 200 to 300 yards.