



INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
400 ARMY NAVY DRIVE  
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REPORT  
NO. 90-102

September 17, 1990

MEMORANDUM FOR COMMANDER IN CHIEF, U.S. FORCES COMMAND  
ASSISTANT SECRETARY OF THE ARMY (FINANCIAL  
MANAGEMENT)  
ASSISTANT SECRETARY OF THE NAVY (FINANCIAL  
MANAGEMENT)  
ASSISTANT SECRETARY OF THE AIR FORCE (FINANCIAL  
MANAGEMENT AND COMPTROLLER)  
DIRECTOR, JOINT STAFF

SUBJECT: Quick-Reaction Audit Report on Staffing and Manpower  
Requirements at Joint Task Force-6  
(Project No. 9RC-0052.01)

Introduction

On November 3, 1989, we started the Audit of DoD Support to U.S. Drug Interdiction Efforts. The audit objectives are to determine if the DoD has properly planned and managed its drug mission responsibilities and to evaluate the adequacy of the level of support being provided to law enforcement agencies. As part of that ongoing audit, we reviewed the counternarcotics missions of the U.S. Forces Command and the Joint Task Force-6 (JTF-6), a U.S. Forces Command subordinate activity located in El Paso, Texas. Certain conditions of a time sensitive nature that required expeditious corrective actions were disclosed during the JTF-6 segment of the audit. This quick-reaction report addresses only the time sensitive matters of staffing and manpower requirements at JTF-6. The remaining audit objectives on the overall audit will be subsequently addressed in a separate report or reports.

Background

The Chairman, Joint Chiefs of Staff, approved the establishment of JTF-6 at El Paso, Texas, in an execute order dated December 27, 1989. Among other taskings, this execute order directed the Army, Navy, Air Force, and Marine Corps to provide support, as needed, to the U.S. Forces Command in fulfilling the counternarcotics mission of JTF-6. The mission of JTF-6 is to coordinate all DoD operational support with the drug law enforcement agencies on the southwest border of the United States and to detect, deter, and disrupt illegal narcotics trafficking. JTF-6 operates in a supporting role and does not conduct operations independently of the law enforcement

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agencies. The basic goal of JTF-6 is to maximize DoD support along the southwest border and to eliminate duplicate efforts of the DoD and the law enforcement agencies. JTF-6 is organized as a command and control headquarters and has a liaison capability of 10 people to coordinate with the numerous civilian agencies involved in the drug trafficking problem along the border.

JTF-6 has done a commendable job identifying its work load and accomplishing its mission with the limited resources that have been provided. The paramount mission objective of JTF-6 is to satisfy its customer, the law enforcement community, by providing a variety of operational support assistance. For example, JTF-6 has provided significant assistance, primarily ground surveillance support, to the U.S. Border Patrol. JTF-6 has also assisted the U.S. Customs Service on a classified, time sensitive operation along the southwest border and provided ground surveillance support to the Sheriff's Department in San Bernardino County, California.

#### Audit Results

We determined that a critical shortage of essential personnel will occur at JTF-6 during the fourth quarter of FY 1990, beginning in July. Permanently assigned or temporary duty personnel will not be available in time to fill current vacancies or to replace personnel filling billets on a temporary basis who are scheduled to leave JTF-6 over the next several months. The overall JTF-6 vacancy rate for the fourth quarter of FY 1990 will reach 57 percent, and the vacancy rate for its Intelligence Component will reach 75 percent. Prompt action is required to identify and assign personnel to those billets that are currently vacant and scheduled to become vacant during the fourth quarter. Delays in filling these staff shortages will result in impaired support to law enforcement agencies and a severe degradation of overall mission accomplishment at JTF-6.

The JTF-6 Joint Manpower Program was officially approved on April 3, 1990, by the Director J-1 (Manpower and Personnel) of the Joint Staff. JTF-6 is authorized 124 billets of which 91 are military (51 Army, 3 Navy, 18 Air Force, 19 Marine Corps) and 33 are civilian. The Army was responsible for hiring personnel for the civilian billets. The 124 approved billets represented a 31-billet reduction from the 155 billets originally requested by the U.S. Forces Command on January 11, 1990. The original 155-billet request was formulated based on standard Joint Staff organizational planning guidance including an additional 10 billets identified for liaison positions.

Prior to the Joint Staff's manpower authorization approval for JTF-6, the Commander of JTF-6 sent a message to U.S. Forces Command on February 1, 1990, describing staffing problems at JTF-6, and cited a lack of support from the Navy, Air Force, and Marine Corps as the primary cause. The message states:

On January 2, 1990, this headquarters was required to assume command and control of six missions in support of drug law enforcement agency requests. Additional requests are being processed now and it is anticipated that requests will increase as this headquarters transitions from only a planning and coordinating role to include that of assuming tactical control of operations. It is clear that the previously established staffing level is inadequate. Additional manning is required to properly fulfill our added role. At this stage, inclusion of augmentation from other Services is necessary.

In the same message, JTF-6 identified 22 personnel positions (11 Air Force, 11 Marine Corps) essential to its operational requirements. JTF-6 requested that, at a minimum, these positions be filled immediately by temporary duty personnel.

Military Staffing. Our analysis of staffing indicated that only 65 of 91 military personnel would be available by August 31, 1990. The following table identifies, by Military Department, the number of billets required, as well as the projected status of filled billets on August 31, 1990.

<u>Military Department</u>	<u>Required Billets</u>	<u>Filled Billets</u>	<u>Percent Filled</u>
Army	51	48	94
Navy	3	0	0
Marine Corps	19	6	32
Air Force	18	11	61
Total	91	65	71

Based on the emphasis and priority placed on the counternarcotics mission within DoD, we view the level of personnel support provided to JTF-6 as inadequate and in need of immediate management attention.

Overall Staffing. Our analysis showed that for the period July 15, 1990, through August 31, 1990, as much as 57 percent of the 124 authorized billets will be vacant. Certain components in JTF-6 will experience an even more severe personnel shortfall. For example, the Intelligence Component (J-2), authorized 48 billets, will have up to a 75-percent vacancy rate. The Operations Component (J-3), authorized 38 billets, will have up to a 40-percent vacancy rate. The following table identifies FY 1990 staffing shortfalls by function and date.

<u>Functional Area</u>	<u>Authorized Billets</u>	<u>Percentage of Billets Vacant on:</u>			
		<u>July 15</u>	<u>July 31</u>	<u>August 15</u>	<u>August 31</u>
J-2	48	75	67	65	56
J-3	38	40	37	37	37
Other	<u>38</u>	50	47	47	40
Total	<u>124</u>	57	52	51	45

1/ Excludes eight personnel on loan not designated to occupy authorized billets.

2/ Two weeks were added to dates to account for orientation training for new personnel.

### Conclusion

Despite the guidance provided in the Chairman's execute order, the Military Departments have not provided their required levels of personnel support to JTF-6 in a timely manner. Furthermore, the civilian hiring to support JTF-6 has proceeded at a very slow pace. As of June 8, 1990, only 5 of the 33 civilian positions were filled. The two most critical components of JTF-6, Intelligence and Operations, will experience significant personnel shortfalls that will negatively affect their respective missions and will essentially render them ineffective.

The type of operational support that JTF-6 supplies to the law enforcement agencies clearly demonstrates the value of JTF-6 and its usefulness in assisting the U.S. counternarcotics effort. At this early stage in JTF-6's existence, it is essential that reliability and dependability be clearly established in satisfying requests for assistance. In our opinion, the JTF-6 staffing shortfalls described in this report require immediate attention due to the importance of the mission involved. These matters were discussed during the audit with managers at JTF-6, U.S. Forces Command, the Joint Staff, and

the Office of the DoD Coordinator for Drug Enforcement Policy and Support, and they were informed of the immediacy of the corrective actions necessary to alleviate this condition.

#### Recommendations for Corrective Action

We recommend that the Chief of Staff, Department of the Army; the Chief of Naval Operations; the Chief of Staff, Department of the Air Force; and the Commandant of the Marine Corps:

a. Expedite staffing of vacant billets with properly qualified personnel in order to reach authorized levels at Joint Task Force-6 by the end of FY 1990.

b. Extend assignments of temporary duty personnel until permanently assigned personnel are available.

A draft of this report was provided to the addressees on July 5, 1990. Comments on the draft report were received from the Department of the Army on July 17, 1990; the Department of the Navy on July 25, 1990; the Department of the Air Force on July 20, 1990; and the Joint Staff on July 23, 1990. Managements' comments are summarized in the following paragraphs, and complete texts of the comments are in Enclosures 1 through 4.

#### Management Comments and Audit Response

Overall, the Military Departments' comments were responsive to the audit recommendations. Therefore, comments to this final report are not required. The concerted efforts being taken by the Military Departments to expedite the staffing of JTF-6 billets should increase capabilities for performing vital counternarcotics missions. In total, the Military Departments indicated that 85 of the 91 military billets and 80 to 90 percent of the civilian positions should be filled by September 30, 1990.

The Army partially concurred with Recommendation a. to expedite staffing of vacant billets in order to reach authorized levels by the end of FY 1990. The Army stated that 49 of its 51 military billets at JTF-6 would be filled by September 30, 1990. The two remaining billets would be filled during November 1990. On the status of the 33 civilian positions, the Army stated that 12 have been filled, 6 have been committed, 1 is in classification, and 14 are in job analysis. The Army projects that 80 to 90 percent of these positions should be filled by September 30, 1990. We consider these actions responsive to Recommendation a.

The Navy concurred with Recommendation a. and stated that the Navy and Marine Corps have taken or will take actions to ensure adequate staffing of their billets at JTF-6. Although the Navy stated that it was not made aware of a priority requirement to fill its three positions, action has been taken to ensure that one of the billets is filled by September 1990. Of the remaining two billets, one will be filled in the October/November 1990 time frame, and the other will be filled in January 1991. Of the 15 vacant Marine Corps billets, 14 will be filled by August 31, 1990, and the remaining billet will be filled in September 1990.

The Air Force comments did not indicate concurrence or nonconcurrence with Recommendation a. The response did indicate, however, that 16 of the 18 Air Force billets would be filled by September 30, 1990, and that all billets would be filled by October 31, 1990. We consider these actions responsive to the recommendation.

The Army concurred with Recommendation b. to extend assignments of temporary duty personnel until permanently assigned personnel are available. The Navy, Marine Corps, and Air Force indicated that they did not have any personnel currently assigned on a temporary duty basis.

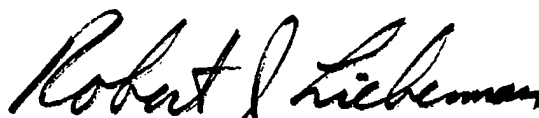
The Army nonconcurred with Recommendation c. in the draft report to furnish the Joint Staff plans containing specific milestones by which full staffing will be attained. The Army stated that a procedure, Joint Chiefs of Staff (JCS) Memorandum of Policy (MOP) 173, is already in place to staff positions required at JTF-6 and that an additional plan with milestones is not needed. The Navy partially concurred with draft report Recommendation c. and stated that both the Navy and Marine Corps had procedures in place to ensure continued manning. However, the Navy did not agree that a need exists to furnish specific plans to the Joint Staff. The Air Force did not respond to Recommendation c.

The intent of Recommendation c. in the draft report was to provide the Director, J-1 (Manpower and Personnel) of the Joint Staff with the status of staffing estimates and the progress toward meeting these estimates. In accordance with JCS MOP 173, monitoring the effectiveness of manpower utilization is a JCS responsibility. Recommendation c. would have provided the Joint Staff a mechanism for performing this function. Since a copy of this report is being provided to the Joint Staff, the Director, J-1 (Manpower and Personnel) will be advised of the Military

Departments' projected milestones for filling JTF-6 vacant billets; therefore, Recommendation c. was deleted from the final report.

Comments from the Joint Staff indicated general agreement with the matters discussed in the report and offered clarifications of several issues.

The courtesies and cooperation extended to the audit staff are appreciated. If you have any questions pertaining to this report, please contact Mr. Charles Santoni or Mr. Wayne Winkler at (301) 693-0117 or AUTOVON 223-0117. As shown in Enclosure 5, there were no monetary benefits identified in this report. The audit team members are listed in Enclosure 6. Copies of this report are being provided to the activities listed in Enclosure 7.



Robert J. Lieberman  
Assistant Inspector General  
for Auditing

**Enclosures**

**cc:**

Secretary of the Army  
Secretary of the Navy  
Secretary of the Air Force  
Commandant of the Marine Corps  
DoD Coordinator for Drug Enforcement Policy and Support  
Commander, Joint Task Force-6



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL  
WASHINGTON, DC 20310-0300



17 JUL 1990

DAPE-ZXO

MEMORANDUM THRU ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND  
~~RESERVE AFFAIRS)~~  
~~THE CHIEF OF STAFF, ARMY~~ *July 17 JUL 1990*  
DIRECTOR OF THE ARMY STAFF 18 JUL '90

FOR INSPECTOR GENERAL, DEPARTMENT OF DEFENSE (AUDITING)

SUBJECT: Draft Quick-Reaction Audit Report on Staffing and  
Manpower Requirements at Joint Task Force-6 (Project  
No. 9RC-0052.01)

This is the U.S. Army response to your draft audit on  
Staffing and Manpower Requirements at Joint Task Force-6 (JTF-6).  
The Army's position has been detailed for each recommendation.

As noted in the report, Army military positions are at 94  
percent fill. The remaining two positions will be filled in  
October and November 1990. Extended TDY personnel will continue  
to augment JTF-6 until that time. Civilian hires continue with  
twelve filled, six committed, one in classification, and fourteen  
in job analysis. The job analysis personnel at Ft. Bliss  
require assistance from JTF-6 in defining the requirements of the  
jobs.

We appreciate the opportunity to state our position on this  
report. We are willing to discuss issues that may require  
resolution at your convenience. Point of contact for additional  
information is Mrs. Martha Carden, 695-5831.

Enclosure

LARRY D. BUDGE  
Major General, GS  
Assistant Deputy Chief of Staff  
for Personnel

APPROVED - QCSA

18 JUL 1990

STEPHEN G. ABEL  
MAJ, GS  
Assistant to the Director  
of the Army Staff

ENCLOSURE 1  
Page 1 of 2

INSPECTOR GENERAL, DEPARTMENT OF DEFENSE  
DRAFT QUICK-REACTION AUDIT REPORT ON  
STAFFING AND MANPOWER REQUIREMENTS AT JOINT TASK FORCE-6  
PROJECT NO. 9RC-0052.01

Recommendations for Corrective Action

We recommend that the Chief of Staff, Department of the Army; the Chief of Naval Operations; the Chief of Staff, Department of the Air Force; and the Commandant of the Marine Corps:

a. Expedite staffing of their respective vacant billets with properly qualified personnel in order to reach authorized levels at Joint Task Force-6 by the end of fiscal year 1990.

Army Response: Partial concurrence. Report dates for 49 of the required 51 are through September 1990. However, the remaining two have been identified and will report in October and November 1990. Extended TDY personnel will continue to augment JTF-6 during this period.

The Civilian Personnel Office at Ft. Bliss reports that 12 of the 33 are filled; six are committed with fill within the next month or so; one is being classified and should move to recruitment within the next few days; and 14 await job analysis prior to recruitment. The job analysis personnel at Ft. Bliss require assistance from JTF-6 in defining the requirements of the jobs. It is expected that 80-90% will be filled by 1 Oct 90.

b. Extend assignments of temporary duty personnel until permanently assigned personnel are available.

Army Response: Concur. Army is in compliance with this recommendation and will continue TDY extensions until all positions are permanently filled.

c. Furnish to the Director J-1 (Manpower and Personnel) of the Joint Staff plans containing specific milestones by which full staffing of JTF-6 will be attained and maintained.

Army Response: Nonconcur. A system is already in place to staff required positions, namely JCS MOP 173. Fill of approved authorizations is worked directly with the individual service and the Joint Activity. An additional plan with milestones is not needed because JTF-6 is being manned in accordance with JCS MOP 173. As stated in the response to Recommendation A, 100% of the Army positions will be filled in November 1990.

Further competition with other "new" drug interdiction manpower requirements throughout DOD have required priority fill as well. For instance, the following Army authorizations have been approved: PACOM JTF-5, 7 military positions; LANTRCOM JTF-4, 14 military positions; SOUTHCOM, 19 military and 6 civilian positions; FORSCOM JTF-6, 51 military and 33 civilian positions; and outside DOD, 85 military positions.



DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
WASHINGTON, D.C. 20350-1000

25 JUL 1990

MEMORANDUM FOR THE DEPARTMENT OF DEFENSE ASSISTANT INSPECTOR  
GENERAL FOR AUDITING

Subj: DRAFT QUICK-REACTION AUDIT REPORT ON STAFFING AND MANPOWER  
REQUIREMENTS AT JOINT TASK FORCE-6 (PROJECT NO. 9RC-005.01)

I am responding to the draft audit report forwarded by TAB A  
concerning the staffing at Joint Task Force-6.

The Department of the Navy response is provided at TAB B.  
We generally concur with the draft report finding, conclusion and  
recommendations. The Joint Task Force-6 Manpower Program was  
officially approved on 3 April 1990. The majority of our billets  
will be filled by August and September 1990. We consider these  
billet fills to be timely and well within the normal assignment  
procedures.

*Barbara Spyridon Pope*  
BARBARA SPYRIDON POPE  
Assistant Secretary of the Navy  
(Manpower and Reserve Affairs)

TAB A - DODIG memo of 5 July 1990  
TAB B - DON Response to Draft Quick-Reaction Audit Report

Department of the Navy Response  
of  
DODIG Draft Quick-Reaction Audit Report of 5 July 1990  
on  
Staffing and Manpower Requirements at Joint Task Force-6  
(Project No. 9RC-0052.01)

DODIG Finding:

DODIG determined that a critical shortage of essential personnel will occur at Joint Task Force-6 (JTF-6) during the fourth quarter of FY 1990, beginning in July ..... The JTF-6 Joint Manpower Program was officially approved on April 3, 1990....JTF-6 is authorized 124 billets of which 91 are military (51 Army, 3 Navy, 18 Air Force, 19 Marine Corps)....

DON Response: Concur.

The Navy and Marine Corps have taken or will take actions which will ensure adequate staffing of their billets at JTF-6. (See our response to Recommendation a.)

DODIG Conclusion:

DODIG concluded the Military Departments have not provided their required levels of personnel support to JTF-6 in a timely manner.

DON Response: Concur in principle.

The Navy and Marine Corps, however do not agree with the DODIG's assessment of the timeliness of our actions taken to support JTF-6. Navy was not made aware of a priority requirement to fill its 3 positions. A 1 Feb 90 JTF-6 message to U.S. Forces Command identified 22 positions which, because of their importance, required Temporary Duty fill immediately. However, No Navy billets were on that list. Navy policy is to have on-site fill within 6-9 months of billet establishment. Navy has identified personnel with arrival dates slated for September 1990. It should be noted that the Marine Corps assigned 3 field grade officers to JTF-6 in the November - December 1989 time frame and that JTF-6 did not have an approved manpower authorization until 3 April 1990. A review of Marine Corps staffing indicates that 4 of 19 billets are currently filled. Of the 15 unfilled billets, 14 will be filled by 31 August 1990 and the remaining billet will be filled by September 1990. We consider these billet fills to be timely and well within normal assignment procedures. (See also our response to Recommendation a.)

DODIG Recommendations:

DODIG recommended that the Chief of Staff, Department of the Army, the Chief of Naval Operations; the Chief of Staff, Department of the Air Force; and the Commandant of the Marine Corps:

a. Expedite staffing of their respective vacant billets with properly qualified personnel in order to reach authorized levels at JTF-6 by the end of fiscal year 1990.

b. Extend assignments of temporary duty personnel until permanently assigned personnel are available.

c. Furnish to the Director J-1 (Manpower and Personnel) of the Joint Staff plans containing specific milestones by which full staff of JTF-6 will be attained and maintained.

DON Response:

a. Expedite staffing: Concur.

Navy has looked at available needed personnel, out priorities and has taken the following actions. The O-4 officer billet fill will arrive in the Oct/Nov 90 time frame. The CTA2 enlisted billet fill will arrive in September 1990. The ISI enlisted billet fill will depart unit 3 months early and arrive in January 1991 (immediately after return from overseas deployment).

Of the 13 marine Corps Officer billets, 4 billets are currently filled. Of the 9 unfilled billets, the Marine Corps has officers on orders to fill 8 of these billets during August 1990 and another officer is on orders to fill the remaining billet in early September 1990. For the 6 Marine Corps enlisted billets, the Marine Corps has personnel on orders to fill 3 of these billets by 10 July 1990 and remaining 3 by 15 August 1990. Report dates for these personnel were coordinated with a U. S. Forces Command representative on 20 June 1990.

b. Extended assignments: No Navy or Marine Corps action required.

c. Furnish plans: Partially Concur.

The Navy and the Marine Corps has issued orders to prospective fill personnel. Each has been negotiated with JTF-6 to arrive in the months identified above. Additionally, with Navy and the Marine Corps has procedures in place to ensure continued manning. We disagree on the need to furnish specific plans to J-1 (Manpower and Personnel) on this issue. it is a Service responsibility to fill all authorized billets. Navy believes the Joint Staff should not have the time consuming responsibility to monitor manning in subordinate commands.



DEPARTMENT OF THE AIR FORCE  
OFFICE OF THE CHIEF OF STAFF  
UNITED STATES AIR FORCE  
WASHINGTON, D.C. 20330

20 July 1990

MEMORANDUM FOR ASSISTANT INSPECTOR GENERAL FOR AUDITING  
OFFICE OF THE INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE

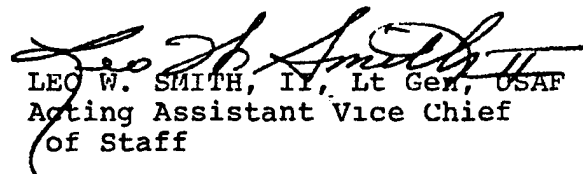
SUBJECT: Draft Quick-Reaction Audit Report on Staffing and  
Manpower Requirements at Joint Task Force-6, July 5,  
1990, Project No. 9RC-0052.01 - INFORMATION MEMORANDUM

This is in reply to your memorandum to the Assistant Secretary of the Air Force (Financial Management and Comptroller) requesting comments on the findings and recommendations made in subject report.

We appreciate the opportunity to comment on the Joint Task Force-6 (JTF-6) Audit. We are fully committed to the support of this organization. To that end, we have been working regularly and frequently with officials in JTF-6 and the US Army Forces Command (FORSCOM) to ensure Air Force actions provide the required levels of personnel support in a timely manner. We are disappointed if that is not the case.

As soon as we were notified that the Air Force was tasked to fill ten officer and eight enlisted positions in JTF-6, assignment teams at the Air Force Military Personnel Center began assignment actions. Shortly thereafter (22 May), we advised the FORSCOM J-1 of the status of the PCS actions and that if these actions were not satisfactory we would readdress the TDY issue; we have not been asked to do so. Eight of the ten officer positions will be filled by 30 September 1990. Of the two remaining officer positions, one will be filled by 1 October and one by 31 October. Seven of the eight enlisted positions will be filled by the end of August and the one remaining position by 5 September.

Again, we appreciate the opportunity to respond and are committed to providing JTF-6 any assistance necessary to meet their obligations.

  
LEO W. SMITH, II, Lt Gen, USAF  
Acting Assistant Vice Chief  
of Staff

ENCLOSURE 3



THE JOINT STAFF  
WASHINGTON, D.C.

Reply ZIP Code:  
20318-0300

DJSM-771-90  
23 July 1990

MEMORANDUM FOR THE DIRECTOR, READINESS AND OPERATIONAL SUPPORT  
DIRECTORATE, OFFICE OF THE INSPECTOR GENERAL, DOD

Subject: Draft Quick-Reaction Audit Report on Staffing and  
Manpower Requirements at Joint Task Force-6  
(Project No. 9RC-0052.01)

1. This memorandum responds to the draft DOD IG report\* concerning JTF-6.
2. While we do not disagree with the subject report, several items that relate to the findings should be considered:


(a) The Services had no firm staffing target until the Joint Manpower Program was approved on 3 April 1990. This date reflects the initiation of permanent personnel assignment actions by the Services. As of 20 July, 66 military billets of the 91 authorized have been filled either by permanent military or personnel in a TDY status. These equate to 27.5 percent vacancies. This is substantially better than the picture during the IG visit. In view of that, the Services appear to be taking reasonable actions to fill the billet requirements. Civilian personnel staffing continues to be a problem (just under 50 percent). However, this is simply a FORSCOM/JTF-6 recruiting and hiring problem.

(b) The report implies that the number of approved billets was less than the requirement. The initial requirement submitted by JTF-6 was closely scrutinized during the Joint Staff billet validation process to determine the minimum number of billets needed to support JTF-6 requirements. Because of the comprehensive nature of the validation process, we do not agree with the inference that the number of billets approved may be inadequate to support the requirement.

(c) The Joint Staff supports contact relief as the preferred method of personnel replacement. However, considering the dynamic nature of personnel management, a mandatory 2-week overlap for all billets is excessive. A more practical

solution may be to designate a limited number of critical billets which require a two week overlap with the remaining billets receiving normal Service manning.

3. The Joint Staff point of contact is LtCol Terry H. Moore, USMC, 694-4681.

  
GENE A. DEEGAN  
Major General, USMC  
Vice Director, Joint Staff

**Reference:**

\* DOD IG memorandum, 5 July 1990, "Draft Quick-Reaction Audit Report on Staffing and Manpower Requirements at Joint Task Force-6 (Project No. 9RC-0052.01)"

SUMMARY OF POTENTIAL MONETARY AND  
OTHER BENEFITS RESULTING FROM AUDIT

<u>Recommendation Reference</u>	<u>Description of Benefits</u>	<u>Amount and/Or Type of Benefit</u>
a.	Program Results. Provides enhanced staffing from all Military Departments to staff the Joint Task Force-6.	Nonmonetary
b.	Program Results. Ensures maximum staffing levels at Joint Task Force-6 until all Military Departments enhance their support and civilians are hired.	Nonmonetary

AUDIT TEAM MEMBERS

William F. Thomas, Director, Readiness and Operational Support  
Directorate  
Charles M. Santoni, Program Director  
Wayne B. Winkler, Project Manager  
Eric B. Edwards, Team Leader  
Donald A. Bloomer, Auditor  
Jean Jackson, Auditor

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Director, Joint Staff  
Commander, Joint Task Force-6

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Committee on Government Operations

## INTERNET DOCUMENT INFORMATION FORM

**A . Report Title: Quick-Reaction Audit Report on Staffing and Manpower Requirements at Joint Task Force-6**

**B. DATE Report Downloaded From the Internet: 08/24/00**

**C. Report's Point of Contact: (Name, Organization, Address, Office Symbol, & Ph #):** OAIG-AUD (ATTN: AFTS Audit Suggestions)  
Inspector General, Department of Defense  
400 Army Navy Drive (Room 801)  
Arlington, VA 22202-2884

**D. Currently Applicable Classification Level: Unclassified**

**E. Distribution Statement A: Approved for Public Release**

**F. The foregoing information was compiled and provided by:**  
**DTIC-OCA, Initials: \_\_VM\_\_ Preparation Date 08/24/00**

The foregoing information should exactly correspond to the Title, Report Number, and the Date on the accompanying report document. If there are mismatches, or other questions, contact the above OCA Representative for resolution.