



DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CECW-I

0 1 JUN 1995

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Empowerment - Delegation of Foreign Travel Previously Approved by the Acting Assistant Secretary of the Army (Civil Works)

1. Reference CECW-I memorandum, 13 January 1995, (enclosure 1).
2. The Acting Assistant Secretary of the Army (Civil Works) empowered HQUSACE to approve subject foreign travel. You are authorized to approve foreign travel consistent with guidance in this memorandum and ER 55-1-2. With this guidance comes responsibility and accountability for you to insure that the travel is directly and clearly related to mission achievement and based on the principle that it is essential. This guidance is effective immediately except the delegation to approve civil funded foreign travel is effective on 1 October 1995.
  - a. Travel will conform to the policies and guidelines in enclosure 1.
  - b. Travel to the Former Soviet Union and the Baltic States. This travel requires Under Secretary of the Army approval and will continue to be processed through HQUSACE in accordance with existing procedures.
  - c. Foreign Travel Funded by Others. You are authorized to delegate approvals to district commanders if the travel is for an agency of the U.S. Government, a private U.S. firm under an approved technical assistance agreement, or a foreign government or international organization under an approved agreement. All other such travel should be submitted to CECW-I for approval.
  - d. Military Funded Foreign Travel. You are authorized to delegate approvals to district commanders.
  - e. Civil Funded Travel. We continue to operate under an annual ceiling. For Fiscal Year (FY) 1996 you are authorized to approve civil funded foreign travel up to the total shown at enclosure 2. Actual foreign travel expenditures should not exceed that total without HQUSACE (CECW-I) approval. If your command will not fully use the amount, please notify CECW-I as soon as possible so that other travel needs may be accommodated. Provide quarterly consolidated reports for your command of actual travel undertaken (with copies of approved ENG Form 4960) and actual expenditures to CELD-T NLT 15 days following completion of the FY quarter in which the travel took place. Keep records of travel undertaken for a period of six years. Records will be subject to audit.

*no further delegations will be authorized*

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f. Civil Funded International Conference Travel. International conference travel is the area most often suspected of waste. For the purposes of this guidance the term conferences includes seminars, symposia and similar events. Our policy is that USACE attendance should be the minimum number to obtain the technical information and dissemination of that information to appropriate USACE offices. Our current criteria is that no more than five USACE staff attend the same international conference. We will continue to use this criteria. We will maintain centralized oversight of attendance at overseas conferences, since travel to the same conference, approved independently by several commands, may cause the criteria to be exceeded. Submit ENG Form 4960 to CECW-I as early as possible to obtain concurrence. Avoid commitments to present papers or chair sessions until our concurrence is received.

g. Procedures for securing country/area/theater clearances remain the same.

3. We suggest that the responsibilities for maintaining a proper audit trail, ensuring compliance with DOD travel policy, reporting quarterly actual travel expenditures, and authenticating Travel Orders (DD Form 1610, Block 20) be assigned to the activity Transportation Officer.

4. ER 55-1-2 will be revised to reflect this memorandum.

5. Points-of contact for this guidance are: CECW-I, Olga Lansing (202-761-8679); CERD-L, Isabel Sayers (202-761-1837); CELD-T, Evie Wlodarczyk (202-761-1621)/Pearl Carr-Notice (202-761-0679).

Encls

  
STANLEY G. GENEGA  
Major General, USA  
Director of Civil Works



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CECW-I

13 JAN 1995

MEMORANDUM FOR THE ACTING ASSISTANT SECRETARY OF THE ARMY  
(CIVIL WORKS)

SUBJECT: Empowerment - Delegation of Foreign Travel Approvals--FOR  
DECISION

1. PROBLEM. To obtain Acting Assistant Secretary of the Army (Civil Works) (A/ASA(CW)) delegation of foreign travel approval to the U.S. Army Corps of Engineers (USACE).
2. RECOMMENDATION. That the A/ASA(CW) delegate foreign travel approval to USACE in accordance with this memorandum.

APPROVED                      DISAPPROVED                      OTHER                     

3. BACKGROUND AND DISCUSSION.

a. This memorandum supplements my 18 April 1994, recommendations to you (Tab A) and incorporates the concepts of our 22 November 1994, and 16 December 1994, discussions on empowerment. The empowered foreign travel approval system is outlined in the following paragraphs.

b. Overall Philosophy. Travel, domestic or international, must be directly and clearly related to mission achievement and based on the principle that it is essential (ER 55-1-2). Additional emphasis is required for foreign travel to avoid negative perceptions, insure compliance with foreign policy, and to be prepared to justify the expenditure of civil appropriations.

c. Foreign Travel Policy Compliance. Requests are sent to the U.S. Embassy and DOD elements to obtain clearance for each overseas traveler in accordance with ER 55-1-2. Each Command and Laboratory has a travel clearance manager whose position includes keeping current applicable clearance regulations (AR 1-40, DOD Directive 4500.54G, the U.S. Air Force Foreign Clearance Guide) and ensuring that all clearance requirements are met.

d. Special approvals. We will continue to submit requests for travel to the Former Soviet Union and the Baltic States through your office for approval by the Under Secretary of the Army.

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e. Civil Funded Foreign Travel (Process chart at Tab B).

(1) Responsibilities. The Director of Civil Works will provide guidance to the field based on the policies generated by your office, DA and DOD. MSC Commands and Laboratory Directors will review and approve foreign travel for their personnel to insure compliance with policy, guidance and budget ceilings. District Commands will develop justifications.

(2) Cost control. Annual foreign travel expenditures will not exceed 0.01 % of our Energy and Water Development Appropriations. We will allocate budget ceilings to MSC Commands and laboratories based on program requirements.

(3) Conferences. Requests for travel to attend conferences overseas will continue to be submitted to HQUSACE for approval, primarily for the purpose of controlling the number of Corps attendees at any one conference.

(4) Performance Measures. MSCs and laboratories will report to HQUSACE quarterly on travel undertaken and actual costs expended. We will review those reports for any deviations from policy or ceiling and take corrective action with the Commander or Director. Moreover, the reporting will be validated during our Logistics Directorate biennial inspection visits to each MSC and laboratory.

f. Reimbursable and Military Funded Foreign Travel. The Commander or Director responsible for mission execution will approve contingent upon receipt of clearances and any special approvals. Travel requirements will be coordinated with the customer as part of project execution coordination. MSC Commanders will be authorized to delegate approvals to the District Commanders.

4. IMPACT. See Tab A.

5. COORDINATION.

CERD-Z# Concur/Nonconcur RBO (name) 12/1/95 (date)

CEMP-ZC Concur/Nonconcur D. J. Momi (name) 1/12/95 (date)

CELD-T Concur/Noneconcur P. Crute (name) 1/12/95 (date)

Encls

Stanley G. Genega  
STANLEY G. GENEGA  
Major General, USA  
Director of Civil Works



DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CECW-I

18 APR 1994

MEMORANDUM FOR ACTING ASSISTANT SECRETARY OF THE ARMY  
(CIVIL WORKS)

SUBJECT: Empowerment-Delegation of Foreign Travel Approval--FOR  
DECISION

1. PROBLEM. To obtain Acting Assistant Secretary of the Army (Civil Works) (A/ASA(CW)) delegation of foreign travel approval to the U.S. Army Corps of Engineers (USACE).

2. RECOMMENDATIONS:

a. That the A/ASA(CW) delegate civil funded foreign travel approval to USACE as stated in paragraph 3.d.(3) below.

APPROVED \_\_\_\_\_ DISAPPROVED \_\_\_\_\_ OTHER \_\_\_\_\_

b. That the A/ASA(CW) delegate reimbursable funded foreign travel approval to USACE as stated in paragraph 3.e. below.

APPROVED \_\_\_\_\_ DISAPPROVED \_\_\_\_\_ OTHER \_\_\_\_\_

c. That the A/ASA(CW) delegate the previously reviewed portion of military funded foreign travel to USACE as stated in paragraph 3.f. below.

APPROVED \_\_\_\_\_ DISAPPROVED \_\_\_\_\_ OTHER \_\_\_\_\_

3. BACKGROUND AND DISCUSSION OF ALTERNATIVES.

a. Current Criteria and Process.

(1) General. USACE Commanders and Directors are required to carefully evaluate all requests for travel and approve only that directly and clearly related to mission achievement. For foreign travel they must also ensure compliance with the requirements and guidelines of USACE, ASA(CW), DA, DOD and that appropriate clearances, including that of the U.S. embassy, are obtained. ER 55-1-2 details the requirements.

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(2) Civil funded foreign travel. Civil funded foreign travel is used mostly for USACE support of U.S. Treaty commitments with Canada on the Great Lakes and Columbia River, testing and inspection of foreign manufactured turbines and generators for installation at USACE hydropower projects, attendance at international science and engineering conferences, and participation on behalf of the U.S. government in the Permanent International Association of Navigation Congresses. All foreign travel using Civil Works appropriations requires OASA(CW) approval. An annual ceiling of \$300,000 is set by OASA(CW) and no more than 5 USACE employees may attend any one conference held in a foreign country, and the length of attendance may not exceed 7 days, travel time included. USACE offices report forecasted travel through the Quarterly Foreign Travel Plan (QFTP) process. The QFTP is reviewed and approved by HQUSACE and the OASA(CW). Travel required on a short notice, not included in the QFTP, is reviewed and approved by HQUSACE and OASA(CW) on a case-by-case basis. Actual expenses are reported following each quarter.

(3) Reimbursable funded foreign travel. Travel required under agreements for reimbursable work usually receives blanket OASA(CW) approval at the time acceptance of the work is approved. Commanders or Directors responsible for mission accomplishment approve specific trips and travelers.

(4) Military funded foreign travel. Military funded foreign travel in direct support of U.S. forces does not require OASA(CW) approval. Other military funded travel, including that to support other DOD agencies, the Commanders-in-Chief and Security and Humanitarian Assistance programs, requires OASA(CW) approval if to a destination on the OASA(CW) list of sensitive countries.

(5) Travel to the Former Soviet Union (FSU) and Baltic states requires approval of the Secretary of Defense and Secretary of the Army through the OASA(CW).

b. Congressional Interest. In the past, Congress has been critical of USACE civil funded foreign travel. In the House Report accompanying the 1986 Energy and Water Development Appropriations Act, Congress set a limit of \$276,662 for FY 1987 civil funded foreign travel. Congress applied no subsequent ceilings but OASA(CW) has retained use of a ceiling. In October 1988, the House Committee on Government Operations (HR 100-1106) summarized investigations made by the Committee.

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(1) Much of that Committee's findings centered on use of the USACE aircraft Castle One for overseas travel. USACE no longer owns Castle One. Significant attention was also given to the USACE operation of the U.S. Section of the Permanent International Association of Navigation Congresses (PIANC). Subsequently, USACE withdrew responsibility for PIANC from the Water Resources Support Center, placed responsibility within HQUSACE and adopted new rules and regulations which addressed all of the Committee's concerns.

(2) The Committee found no instances of fraud and only the appearance of waste and abuse after investigating all types of Corps foreign travel. It recommended that the Corps apply stricter controls.

(3) Twelve members of the committee provided additional views which, while finding the report's conclusions and recommendations justified, felt that the report did not put into proper perspective the purposes and benefits of the international activities of the Corps and only then can a complete and fair understanding of the issues related to foreign travel be made.

(4) Congress has not raised the issue since the 1988 report.

c. Conference Travel. Corps attendance at international conferences is perhaps the most cost-effective means we have to benefit from the advances being made by researchers in other countries. The U.S. is no longer the leader in all areas of technology. Conference travel is however the area most often suspected to be abused, particularly when the conferences are held in desirable locations. The President's Memorandum on Fiscal Responsibility of February 10, 1993, states that agency representation at conferences should be kept to a minimum consistent with serving the public's interest.

d. Alternatives for Civil Funded Travel.

(1) Alternative #1 - Retain present process. The present process requires a great deal of paperwork, is time-consuming, and is inconsistent with our goal of eliminating operational activities from HQUSACE.

(2) Alternative #2 - Total delegation to the Commanders and Directors within certain policy criteria but without an annual ceiling. While this alternative would simplify the present time-consuming process, it would be a quantum change and may be interpreted that we are no longer concerned with fiscal responsibilities on foreign travel.

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(3) Alternative #3 - Partial delegation within policy criteria and an annual ceiling. Delegate foreign travel approval to the Commanders and Directors except certain conference travel which would be submitted to HQUSACE to ensure that total Corps attendance is kept within reasonable limits.

Provisions.

Annual Ceiling. Ideally we would not have an arbitrary ceiling and we would allow our Commanders and Directors to approve foreign travel when determined necessary for the mission and within budgetary realities. However, foreign travel is suspect for abuse and a reasonable ceiling should be maintained. We have stayed within past ceilings established by the OASA(CW) but these have been so constrained as to cause us to have an intensive review process. We need to increase the current ceiling in order to allocate a reasonable amount to each Corps office and to be able to retain an amount at HQUSACE for contingencies. I recommend a total Corps civil funded annual ceiling of \$400,000 which equates to slightly less than 0.01% of our FY 94 civil works appropriations.

Distribution of Ceiling. We would use actual foreign travel costs over the past few years to guide our initial allocations with modifications to take into account any known need for increases or decreases. The majority of the allocations would go to divisions and districts in North Central region (largely on International Joint Commission activities), and North Pacific Division (mostly for testing and inspection of turbines and generators manufactured overseas), and to our research and development laboratories, primarily our Waterways Experiment Station.

Conference Travel. Fiscal responsibility dictates that we exercise some central control on the Corps attendance at conferences held overseas. The current criteria of no more than 5 Corps employees attending any one conference for a period not exceeding 7 days including travel time is too restrictive in every case. We should not have an arbitrary ceiling but require conference travel to be submitted to HQUSACE for the purpose of limiting total Corps attendance. Our policy will be to send the minimum number needed to obtain the technical information and later disseminate it to appropriate Corps offices. While we might initially have all conference travel submitted to HQUSACE, our goal would be to centrally control attendance only at conferences likely to be attended by more than one Corps office. With regard to the length of attendance and whether post conference

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tours should be authorized, we should let the Commanders and Directors make the call based on our guidance that length and tours should be justified on benefits to the civil works mission.

Reporting. We will require that travelers report the actual costs of their foreign travel to HQUSACE for record keeping and as an oversight check that allocations are not being exceeded.

Responsibility. We will emphasize to the Commanders and Directors their responsibility in approving foreign travel. We will require that in addition to being the designated travel approving officials of travel requests (DD Form 1610), the Commanders and Directors sign ENG Form 4960 which provides justification for the travel, that the forms be kept on file with a copy of the travel orders for a period of 6 years, and that as part of internal controls the records may be subject to periodic review during that period.

e. Reimbursable Funded Foreign Travel. Reimbursable travel has never been an issue with our Congressional Committees, no ceiling is applicable and the amount of travel is as necessary to execute the mission. ASA(CW) control of USACE international reimbursable activities should be at the program activity level which will be addressed in other memoranda, not at the travel level. Travel approval should be by the Commander or Director in charge of accomplishing the reimbursable support.

f. Military Funded Foreign Travel. Military funded foreign travel has never been an issue with the civil works Congressional Committees and no ceiling applies. General Order No. 17 could be interpreted as permitting OASA(CW) review of all military foreign travel not in direct support of U.S. forces. In practice, however, OASA(CW) review has been limited to travel to "sensitive countries" at least partly under the concern that USACE staff might make unauthorized commitments or engage in civilian activities under the umbrella of the military travel. The ASA(CW) sensitive countries list does not relate to the official lists of sensitive countries and high risk areas identified by DOD and the Department of State. Many of the countries listed are no longer sensitive. Our proposal is to rely on the country clearance process through DOD and the State Department to define any travel restrictions for USACE staff. Any control ASA(CW) wants to continue should be directed at the program activity.

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*RA 4/15*

g. Special Restrictions. All travel to the FSU and the Baltic states will continue to be submitted to your office to comply with DA and DOD approval procedures.

*d 4/15*  
LANISING  
CECW-I

4. IMPACT. Delegating foreign travel approval to USACE as outlined above will significantly reduce the operational effort of HQUSACE and OASA(CW) staff. Layers of review will be eliminated. The delegations will significantly reduce uncertainties and anxieties of the USACE staff awaiting travel approval and will signal trust and confidence in the Commanders and Directors to make the right call. Controlling the total amount of civil works appropriations spent on foreign travel, and the total USACE attendance at conferences, will provide evidence of continued HQUSACE oversight and concern of fiscal expenditures. If the above proposals are approved, we will develop implementing policies and procedures.

*4/15*  
KISICKI  
CECW-I  
*8/24/15*

CRAIG  
CECW-ZC

BATES  
CECW-ZB

5. COORDINATION.

- CERD-ZC Concur/~~Nonconcur~~ *E. Brown* (name) ( *eps* ) *4/15/94* (date)
- CEMP-ZC Concur/~~Nonconcur~~ *Thompson* (name) ( *Guad* ) *4/15/94* (date)
- CELD-TT Concur/~~Nonconcur~~ *Quie* (name) ( ) *2/20/94* (date)

GENEGA  
CECW-ZA

*Signed*

STANLEY G. GENEGA  
Major General, USA  
Director of Civil Works



DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CECW-I

01 JUN 1995

MEMORANDUM FOR ACTING DIRECTOR, WATER RESOURCES SUPPORT  
CENTER

SUBJECT: Empowerment - Delegation of Foreign Travel Previously  
Approved by the Acting Assistant Secretary of the Army (Civil Works)

1. Reference my memorandum on this subject, dated 13 January 1995 (enclosure 1).
2. The Acting Assistant Secretary of the Army (Civil Works) empowered HQUSACE to approve subject foreign travel. By enclosures 2 and 3, I have empowered the Major Subordinate Commanders and the Director of Research and Development and have provided them with target ceilings for Fiscal Year (FY) 1996 civil funded foreign travel.
3. The target allocation of the FY 96 ceiling for civil funded foreign travel for WRSC is \$12,000. You should prioritize your travel to fit within this allocation. If you do not anticipate using this ceiling please notify CECW-I as soon as possible, so that other travel needs may be accommodated. Civil funded travel for WRSC staff will continue to be approved at HQUSACE in accordance with existing procedures.
4. I authorize you to approve foreign travel funded by others in accordance with paragraph 2.c. of enclosure 2.

*further delegate*

*You may not*

Encls

*Stanley G. Genega*  
STANLEY G. GENEGA  
Major General, USA  
Director of Civil Works



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CECW-I

01 JUN 1995

MEMORANDUM FOR DIRECTOR, RESEARCH AND DEVELOPMENT

SUBJECT: Empowerment - Delegation of Foreign Travel Previously  
Approved by the Acting Assistant Secretary of the Army (Civil Works)

1. Reference my memorandum on this subject, dated 13 January 1995 (enclosure 1).
2. The Acting Assistant Secretary of the Army (Civil Works) empowered HQUSACE to approve subject foreign travel. By enclosure 2, I have empowered the Major Subordinate Commanders. I hereby delegate this same empowerment to you with authority to redelegate to the laboratory directors with the same policy guidance I have provided to the Commanders.
3. The allocation of the annual ceiling for Fiscal Year 1996 civil funded foreign travel for your office and the laboratories (CEWES, CETEC, CECER and CECRL) is \$140,000.
4. My memorandum to the Commanders indicates HQUSACE will continue to control attendance at overseas conferences. I ask that your office coordinate with CECW-I on proposed overseas conference attendance so that we can insure U.S. Army Corps of Engineers-wide attendance is defensible.

Encls

  
STANLEY G. GENEGA  
Major General, USA  
Director of Civil Works



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CERD-ZA

June 12, 1995

MEMORANDUM FOR:

Director, U.S. Army Construction Engineering Research Laboratory,  
P.O. Box 4005, Champaign, IL 612824-4005  
Director, U.S. Army Cold Regions Research and Engineering  
Laboratory, 72 Lyme Road, Hanover, NH 03755-1290  
Director, U.S. Army Topographic Engineering Center, 7701  
Telegraph Road, Alexandria, VA 22315-3864  
Director, U.S. Army Waterways Experiment Station, 3909 Halls  
Ferry Road, Vicksburg, MS 39180-6199

SUBJECT: Empowerment - Delegation of Foreign Travel Previously  
Approved by the Acting Assistant Secretary of the Army (Civil  
Works)

1. Reference CECW-I Memorandum dated 1 June 1995 (with  
enclosures), subject as above (attached).
2. The Acting Assistant Secretary of the Army (Civil Works)  
empowered HQUSACE to approve subject foreign travel, and the  
Director of Civil Works empowered me in the referenced document  
to redelegate this authority to you. I hereby redelegate the  
authority to approve foreign travel to the laboratory directors  
subject to the same policy guidance provided to the MSC  
Commanders and contained in the attachment.
3. The allocation of the annual ceiling for Fiscal Year 1996  
civil funded foreign travel for Research and Development is  
\$140,00. This ceiling is distributed as follows: CEWES -  
\$100,000; CETEC - \$5,000; CECER - \$5,000; CECRL - \$20,000; and  
CERD - \$10,000. This initial distribution is subject to  
adjustment during the year of execution as requirements change  
and are reported to CERD-L.
4. Attendance at overseas conferences will continue to be  
controlled by HQUSACE. Proposed overseas conference attendance  
will be reported to CERD-L for coordination with CECW-I to ensure  
that U.S. Army Corps of Engineers-wide attendance is defensible.

  
ROBERT B. OSWALD  
Director, Research  
and Development

Attach

CC: CECW-I