

Regulation  
No. 1-1-25

15 December 1983

U.S. Army Corps of Engineers  
COMMAND VISITS

1. Purpose and Scope. This regulation establishes the Commander's program for HQUSACE command visits to Engineer divisions, states policies relating to all command and staff visits, and assigns responsibilities for implementation. This program replaces the former "Command Inspection" program.
2. Applicability. This regulation is applicable to all HQUSACE/OCE elements and USACE divisions. Procedures for implementation are contained in Appendixes A through E, which include planning, conduct and reporting requirements.
3. Explanation of Terms.
  - a. Inspection. For purposes of this regulation, a formal visit by representative(s) of the Commander, USACE, to a subordinate headquarters, unit or activity to observe and evaluate the performance of missions and to report the status thereof to the Commander, USACE (example: Engineer Inspector General inspections).
  - b. Command Visit. A visit directed by CG or DCG, USACE, by representatives of the CG, USACE, to a USACE division (and any of its districts, if needed) to provide command and staff assistance, information, problem solving, and management and policy guidance.
  - c. Gender. The words "he", "his", or "him" when used in this regulation represent both the masculine and feminine gender, unless otherwise specifically stated.
4. Policies.
  - a. Establishment of HQUSACE command visit program. General officers, designated by the DCG, and senior members of the HQUSACE staff subject to DCG approval, will conduct periodic, scheduled visits to each USACE division headquarters.
    - (1) Teams will consist of a team chief plus four or five members, subject to the approval of the DCG.

(2) Visiting teams will give primary attention to observation and evaluation of division headquarters activities within the context of the command management program. The team will evaluate command management of administrative, logistical, mobilization, operational, technical, and other applicable missions of each division.

(a) Visits to subordinate elements of divisions may be conducted by the team chief. The decision to perform these visits should be based upon the existence and nature of management or operational problems; Commander, or Deputy Commander, USACE awareness of the problems; and cost versus benefit of the "side-trip" in terms of both division and HQUSACE resources (time, transportation, administration, funds and manpower).

(b) The team chief may also choose a senior team member to accompany him on visits to subordinate elements dependent upon the kind of expertise needed on site.

(3) The team chief will visit division customers (e.g., other MACOMs, installations, and/or Air Force or non-DoD agency projects), as appropriate, based upon scope of the division's mission.

b. Minimal interruption of division mission.

(1) Command visits will minimize the disruption of operations and avoid interruption of primary mission accomplishment of the visited division.

(2) Visits will require minimal preparation by division personnel.

(3) Visits will include HQUSACE orientation, two-way communication and assistance to the visited division.

(4) HQUSACE/OCE staff elements will avoid scheduling duplicative or overlapping visits to division headquarters. Staff planners may preclude duplication by consulting inspection schedules contained in an Engineer Circular, published annually by the Director, Resource Management (DRM), and by coordinating schedules with DRM and EIG.

c. Frequency of command visits. HQUSACE team will visit USACE division headquarters as required -- generally not less than every 24 months. The team will not visit a division within three months before or after a scheduled Engineer Inspector General (EIG) or DAIG inspection of that division. Director, Resource Management (DAEN-RMM-P) will coordinate a transition period and will publish a schedule of projected EIG (DAIG) inspections, command visits and other official pre-scheduled visits to USACE divisions/districts. Command visit teams will generally visit seven divisions each year of the biennial period.

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d. Notification of command visits.

(1) Chiefs of command visit teams and their representatives will work with DRM representative to ensure that USACE division commanders receive a letter of notification sufficiently in advance of the visit stating purpose, scope and dates of the visit.

(2) If the team chief is to visit a district or other subordinate activity, DRM will coordinate the purpose and dates with appropriate division commander(s), who will then notify the district or subordinate activity.

e. Exit briefing for USACE division. The team chief, assisted by members of the team, will plan and conduct a one-hour exit briefing for the division commander and staff. Briefing will include findings and recommendations resulting from the visit.

5. Responsibilities.

a. The DCG has been delegated approval authority for the command visit policy and program content.

b. The Deputy Commander, Assistant Chief of Engineers, Director of Engineering and Construction and Director, Civil Works will be team chiefs as directed by DCG. Their deputies may serve as alternates.

c. Director, Resource Management will provide program management and scheduling and will coordinate with the EIG and other staff elements to publish an annual schedule of HQUSACE command visits and inspections.

d. Directors and separate office chiefs will nominate senior officials for team membership as required by the team chief and program manager (DRM). Each HQUSACE director and separate office chief will review the schedule for command visits (paragraph c, above) and will be responsible for requesting funding to provide for participation of team members from their respective directorates/offices.

e. USACE division commanders will ensure availability of senior personnel and logistical support, e.g. appropriate facilities, administration and local transportation. Each division will propose and coordinate, in advance with DRM, the visiting team chief's daily schedule and will conduct an entrance briefing for the visiting team.

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f. The team chief and team members will conduct an exit briefing with the division commander and his staff and will provide a written report through the DCG to the CG subsequent to the command visit. (Team chief duties are detailed at Appendix D).

FOR THE COMMANDER:



PAUL F. KAVANAUGH  
Colonel, Corps of Engineers  
Chief of Staff

5 Appendixes

- APP A - Administrative Procedures
- APP B - Fact Sheet (HQUSACE Staff)
- APP C - Command and Staff Observation
- APP D - Commander's Guidance for Conduct of  
Command Visits
- APP E - Information Material  
(USACE Division)

APPENDIX A

Administrative Procedures  
USACE Command Visit Program

1. Command Visit Concept.

a. The major purpose of the command visit is to assist the visited division by focusing on: policy interpretation and implementation (emphasizing goals and objectives), effective management of resources, information needs and problem solving. Evaluations of the division's achievements are provided to the Commander, USACE, by report from the team chief.

b. The team will examine how the division has implemented the management policies instituted by HQUSACE and address known or anticipated problems faced by the division in its execution of command policy. Through information exchange, recommended solutions will be developed and assignments for follow-up will be made.

c. The plan and itinerary of the command visit will provide for a broader, less formal coverage of division activities than is the case with inspection programs (e.g., EIG or DAIG inspection program). However, the team may review, during the command visit, areas identified by the EIG or DAIG which need emphasis or improvement.

d. Coordination of the planning, scheduling and reporting of command visits will be the responsibility of the Director, Resource Management. Final approval of the plan, itinerary and content of the report rests with the team chief.

2. HQUSACE Preparation For Command Visits.

a. Selection of the visiting team.

(1) The team will normally consist of a team chief and four to five members. Team chief will be of general officer rank, or of equivalent civilian grade (Senior Executive Service).

(2) After DRM notifies a division commander of the impending command visit, the DRM will request selected headquarters staff elements to furnish nominations for membership on the team. Since command visits place emphasis on a critical examination of the validity and effectiveness of USACE policies and management procedures, nominees should know general USACE management policies, and have in-depth knowledge of their specific areas of responsibility. They should be able to make a searching evaluation of the policies and how they fit into the overall division management plan.

(3) Team members will normally be drawn from the Directorates of Engineering and Construction, Civil Works and Resource Management plus two other (special staff) offices. Due to the size of the team, it will be

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necessary to assign team members additional functions which are outside their normal functional areas. The RM member, who will normally be either the Director or Deputy, DRM, will also act as coordinator of the visit. The composition of visiting teams is subject to final selection by the team chief and approval of the Deputy Commander, USACE.

b. Development of a plan of evaluation.

(1) At the time nominations for team membership are solicited, headquarters staff elements will be requested to furnish fact sheets of substantial problem areas pertaining to the division to be visited, (Appendix B). Information thus obtained will be furnished to the team chief and team members for inclusion in their evaluation plan(s).

(2) Designated team members and selected directorates/offices will be notified in writing in advance of the visit to prepare a plan of evaluation, and furnish a copy to the DRM (DAEN-RMM-P) for the information of the team chief. It will serve as a review program of items to be evaluated and will list each area of concern to be evaluated and identify the command goal to which it applies.

(3) From three to five days prior to the visit, DRM will provide each team member a folder with pertinent information, e.g., itinerary, team membership, and known problem areas. Team members will be expected to examine and evaluate those management activities which fall within their area of organizational (directorates/office) responsibility, as well as other areas of division activities to which their particular knowledge of management theory and practice can be applied.

(4) Approximately one week prior to the visit, the team chief will have a team meeting to establish overall objectives and a complete evaluation plan. The team chief will be responsible for assuring that the plan will provide for adequate coverage of all functional areas and specific command interest items.

c. Prior to departure, the team chief will check with the CG to determine if there are any other special items of interest to be discussed with the division commander.

3. Division Commander's Preparation For Command Visit.

a. Division's proposed schedule. Upon receipt of the initial notice of an impending command visit, the division commander will prepare a proposed schedule and submit it to HQDA (DAEN-RMM-P) WASH, DC 20314, for approval. The commander will include recommendations with regard to uniform requirements for military personnel or need for special civilian clothing with the proposed schedule. After review of the proposed itinerary, the HQUSACE team chief will furnish the division commander a request for any changes desired.

b. Division's briefing. As the first item on the command visit agenda, the division commander will present a briefing, not to exceed one hour, and should cover major subjects specified in the HQUSACE "letter of notification".

Division commanders are encouraged to present to the team problems that exist, irrespective of the area concerned. Problems should be written and copies provided to the team. Problems for which the team cannot provide solutions during the visit will be resolved by separate correspondence. The division will furnish one copy of each chart, graph, and table used in briefing to the DRM representative at the conclusion of the briefing.

c. Press conferences and courtesy visits. Press conferences or other contacts with local interests will not be arranged unless approved in advance by the team chief. It is desired, however, that the team chief be accorded the opportunity of paying courtesy visits upon major commanders, representatives of foreign governments, U.S. Ambassadors, other diplomatic officials, and local heads or directors of other U.S. agencies, as deemed appropriate.

d. Administrative arrangements.

(1) Division personnel should make arrangements for luncheon periods on a counterpart basis, to prevent undue delays. Group luncheons will normally not be arranged. The lunch period should not exceed 45 minutes. If it will expedite matters, payment may be collected during or preceding lunches but individual checks are preferred. Lunches aboard the HQUSACE plane, when required for travel in the division area, will be the responsibility of the division commander and will be identified in the schedule. No off-duty group social activity is required for the team.

(2) Division schedule will indicate overnight accommodations for the visiting team. Single room reservations will be made for each team member unless otherwise specified.

(3) Intra-division travel, if by means other than the HQUSACE plane, will be arranged by the division commander. If the HQUSACE plane is to be used, division planning should consider the fact that the HQUSACE plane (Tail No. N40CE) is a Grumman-Gulfstream, which cruises at 450 mph, requires a 5,000 foot runway, has a maximum passenger seating capacity of 14, and a range of 2,200 miles when fully loaded and under normal flying conditions.

e. Information provided by division.

(1) An elaborate brochure on projects and programs is not required or authorized. Division will provide the visiting team a simple packet of material on standard size paper. Narrative discussion and descriptions will be as brief as possible and will be furnished only when information in tabular form would not suffice. When specific items or material requested in Appendix E are not applicable to the division, they will be omitted from the packet without comment.

(2) Division will mail the prescribed number of copies of the material, as indicated in initial notice, to reach HQDA (DAEN-RMM-P) WASH DC 20314 at least ten working days in advance of the beginning date of the visit. RCS exempt: AR 335-15, paragraph 5-2e (3).

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4. Conduct of Command Visit by HQUSACE Team.

a. Team members will have latitude in the conduct of their visit, but will observe certain major items:

(1) Division accomplishments in establishing definite programs and achieving specific results in support of the USACE Commander's goals and objectives program.

(2) Agreement of division missions and functions with the overall mission and functions of USACE; propriety of mission and functions for the visited division; the possibility of unwarranted duplication of missions and functions with those of other divisions.

(3) Monitoring by the division of the effectiveness and efficiency of its missions and functions; reliability of reporting structure in identifying performance failures, lags, accomplishments.

(4) Validity of division planning and programming, and division conformance with the latest HQUSACE guidance.

(5) Agreement between programmed accomplishments and resources allocated for accomplishment.

(6) Impact of HQUSACE policies on the division, and whether policies are working out as intended; whether authority commensurate with responsibility has been adequately delegated.

(7) Identification of major problems which face the division; quality and timeliness of HQUSACE assistance with problems.

(8) Level of morale and the overall efficiency of operations; comparison of division with others similar to it in missions and functions.

b. During the visit each team member will complete ENG Form O-4579 (Appendix C) for each major category listed in the evaluation plan and any substantial additional problems disclosed during the visit. The completed form, in a condensed format, will be used by the team member during the visit to report findings, conclusions and recommendations.

c. Individual team members' comments, as developed in the prescribed ENG Form O-4579, will be discussed with the team chief at the team meeting in advance of the exit conference. Team members will provide to the team chief their findings related to specific achievements for assigned areas in support of USACE goals and objectives.

d. Team members will ensure that all recommended actions are accompanied by a specific assignment of action and follow-up, either to division commander or to a specific directorate/separate office of HQUSACE.



e. The team chief will determine team members' participation in the exit briefing and decide which observations will be discussed with the division commander. The team chief may elect to provide informally to the division commander any observations of a detailed nature which do not warrant inclusion in the report to the CG.

f. Each ENG Form O-4579 will be reproduced and a copy left with the division commander for consideration and comment, if appropriate. Prior to the exit briefing, the original copy will be provided to the DRM team member. Should the division commander express a desire to provide comments on any observation, the team chief will advise him to forward a copy of the ENG Form O-4579 and the comment to HQDA (DAEN-RMM-P) WASH DC 20314 within ten days following the visit.

#### 5. Report of Visit.

a. The DRM team member will consolidate the team's observations into a final report to the CG for approval and signature of the team chief. The team chief's observations will state conclusions as to the effectiveness of local implementation of USACE goals and objectives. Recommendations will focus on positive actions necessary to assure that the objectives will be attained. Division commander's comments on the observations, if any, will be attached to the report prior to its submission to the CG.

b. An information copy of the report will be furnished to the division and to all HQUSACE and OCE elements. The HQUSACE or OCE staff element concerned, and the division commander, will be responsible for initiating any necessary corrective action. Copies of all correspondence (HQUSACE and division) pertaining to command visit observations and subsequent actions will be furnished to HQDA (DAEN-RMM-P) Wash DC 20314.

c. Approved report recommendations which require action by the HQUSACE staff will be followed up within 60 days after publication of the command and staff evaluation report. DRM will establish and monitor the follow-up system.

#### 6. Administrative Instructions.

a. The requirement for a flight coordinator and specific administrative requirements for use of the HQUSACE plane are contained in OM 1-1-24.

b. When traveling by HQUSACE plane, team members will assemble at the terminal at least thirty minutes prior to scheduled departure time and be prepared to board at least fifteen minutes before scheduled departure time unless otherwise notified. The team chief will always be the last aboard the plane and the first to exit the aircraft.

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c. Securing insurance for HQUSACE plane flights is an individual choice. Forms may be obtained from the HQUSACE aircrew personnel prior to boarding aircraft.

d. Team members will use seat belts during ground and air transportation and other personnel protective equipment such as hard hats, personnel flotation devices and safety glasses where conditions warrant.

e. Team members will wear name plates during visits.

f. Smoking and the consumption of alcoholic beverages are not allowed aboard the HQUSACE aircraft at any time.

APPENDIX B

FACT SHEET

1. The basic format and instructions for "FACT SHEET" in OM 340-1-1 (1 Feb 83) should be followed (see paragraph 1-21 and Figure 1-10, OM 340-1-1). The purpose of this paper is to provide information to the team chief of a command visit. The fact sheet should provide concise information about substantial problem areas existing within the division to be visited:
  - a. The subject portion should contain the identity of the division to be visited (e.g., "SUBJECT: Permit Processing Backlog at SAD").
  - b. The "Purpose" is as indicated in paragraph 1, above.
  - c. Authentication by an appropriate division chief will be sufficient for this type of paper.
2. If coordination has been accomplished, this information should be included in the body of the fact sheet.
3. The fact sheet should indicate in a short statement what problems exist, or why the information has been provided. Essential information in concise terms will assist the team chief and staff conducting the command visit to prepare for discussion with the division commander.

APPENDIX C

COMMAND AND STAFF OBSERVATION  
(HQUSACE TEAM VISITING USACE DIVISION \_\_\_\_\_)

Name: \_\_\_\_\_  
DAEN- \_\_\_\_\_  
EXT: \_\_\_\_\_

PARAGRAPH NO. (1) \_\_\_\_\_  
SUBJECT: \_\_\_\_\_

COMMENT: (2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

RECOMMENDATION: (3) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ENG FORM 0-4579

NOTE:

- (1) To be assigned by the Director, Resource Management representative as it will be used in the report to the CG.
- (2) Record in concise terms what was or was not being done.
- (3) In one simple sentence state what action is required and to what echelon the action is assigned (e.g., division commander or specific staff element of HQUSACE or OCE.)

APPENDIX D

COMMANDER'S GUIDANCE FOR CONDUCT OF USACE COMMAND VISITS

1. The team chief is the personal representative of the Commanding General, USACE.
2. The major purpose of the visit is to assist the visited division in matters of command:
  - a. policy interpretation and implementation, with special emphasis upon command goals and objectives.
  - b. effective management of resources,
  - c. information needs,
  - d. problem solving.
3. The command visit is not an inspection.
4. The role of the team chief is to promote improved cooperation and information exchange between the CG and staff of HQUSACE and the division commander and his staff, and to convey personally the CG's policies in the interest of more effective communication/feedback and cooperation between the headquarters staff and field staff actions.
  - a. The team chief should ensure that the CG is not pre-empted from making policy decisions on issues where policy may be unclear or where policy determinations have not yet been made. Such issues should be shared with appropriate staff at HQUSACE and co-ordinated by the team chief and team members upon their return from the command visit.
  - b. The command visit is not an occasion for making policy determinations. The team chief and team members should consider issues surfaced during the visit and should recommend which specific element (either the division or a specific directorate/separate office of HQUSACE) will be responsible for action and follow-up. Actions recommended for division will be the responsibility of the division commander to determine action and follow-up, as appropriate.
5. The team chief is the "point man" for the command visit and as such should schedule trips, where appropriate, to installations, activities, projects, and customers for the purpose of promoting cooperation and understanding between customers and USACE.
6. The team assisting the team chief should be senior civilian (GM-15 or above) or military (O-6 or above). The team purpose is to learn, assist and evaluate division management performance. These duties generally require a 3-1/2 to 4 day visit.

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7. Specific team chief duties:

a. Schedule command visit (with DAEN-RMM support):

(1) Confirm dates for command visit, through DRM trip coordinator contacts with division, 60-90 days in advance.

(2) Approve mode of transportation (C-12, HQUSACE plane, commercial airline). Guidance on use of HQUSACE plane is outlined in OM 1-1-24.

b. Establish itinerary. (This should be done as far in advance as possible to enable division staff to make up their itinerary).

(1) Inform DRM trip coordinator of:

(a) any courtesy visits team chief wishes to make.

(b) those division activities and projects he desires to see, and other locations and customers he wishes to visit personally.

(c) any specific subjects he desires division to brief.

(2) Approve division itinerary. (DRM requests division to prepare both a team itinerary and a separate itinerary specifically for team chief. Team chief should approve itinerary or designate changes which should be made.)

(3) Designate team member to accompany him on visits/trips away from division office. Majority of team should remain at division headquarters to visit pre-designated areas of interest.

c. Prepare for command visit.

(1) Shortly before command visit, confer with CG to learn if he has any special areas of interest.

(2) Hold a pre-briefing for the team (DRM staff will schedule, arrange, and provide team members a complete trip book which will be distributed after all arrangements are final).

(a) Instruct team in any special subjects for attention, procedures, and any guidance from the CG.

(b) Based on staff-proposed areas of interest, select areas he will personally visit.

(c) Assign team members to visit other specified areas of interest.

(d) Approve team visit plans and assignments.

- (e) Discuss travel schedules/itineraries.
- (f) Discuss on-site team meetings.
- (g) Appoint DRM representative as team point-of-contact to coordinate any changes which may occur during the visit (e.g., schedule, assignment of action).
- (h) Designate uniform wear for military members of the team, based on recommendation of visited division, solicited by DRM.

d. Conduct of command visit.

- (1) Attend entrance briefing.
- (2) Visit designated activities and make observations.
- (3) Attend information briefings and make courtesy visits, as applicable.
- (4) At the end of each day, if appropriate and depending upon availability of a majority of the team, hold a brief team meeting to assess results of the day's visit, and coordinate team activities for the next day.
- (5) On final day, meet with team (at least one hour will be necessary) to consolidate observations and plan exit briefing. Assign DRM representative responsibility to consolidate team evaluation cards and to prepare advance copy of draft report for presentation to division commander before departure.
- (6) Conduct exit briefing with division commander. Inform him of division's opportunity to provide, within ten days, any comments on team observations to HQUSACE (ATTN: DAEN-RMM-P), for consideration before HQUSACE submits the final command visit report.

e. Report of command visit:

- (1) The team chief will give a brief verbal report of the highlights of the visit to the DCG and (if DCG thinks it appropriate) to the CG, USACE. He will do this within the first week to ten days of his return to HQUSACE.
- (2) DRM representative will collect observation cards and prepare a draft memorandum to the CG. Report will include overall assessment of division's implementation of the command management program and implementation of CG's goals and objectives.
- (3) Team chief approves draft memorandum prepared by DRM representative.
- (4) Team chief signs final memorandum, and returns to DRM (DAEN-RMM-P) for forwarding to the CG.

APPENDIX E  
INFORMATION MATERIAL  
(To be prepared by USACE division)

1. General Information:
  - a. Schedule.
  - b. Current organization chart to branch level.
  - c. Administrative information sheet to include:
    - (1) Name, address and telephone number of the visiting team's motel.
    - (2) Name, position, and telephone number of a contact point at the division which the HQUSACE pilot may call in the event of changes in the flight schedule.
    - (3) Landing, taxi and parking instructions at the airport.
2. Current edition of publications devoted to:
  - a. Review and analysis
  - b. Performance/productivity measurement.
  - c. Goals and objectives.