

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

ER-1-1-25
15 Dec 83

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).

15 Dec 83

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.

ER 1-1-25

15 Dec 83

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.