

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.