



DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION AND FORT CARSON
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FORT CARSON, COLORADO 80913-4145

AFYB-CG

OCT 07 2025

MEMORANDUM FOR RECORD

SUBJECT: Policy Letter #11 – On-the-Spot Corrections

1. References.

- a. Army Regulation (AR) 600-20, Army Command Policy, 6 February 2025.
- b. AR 600-100, Army Profession and Leadership Policy, 27 March 2025.
- c. The Green Book, 4th Infantry Division & Fort Carson Personnel - General Standards, 1 October 2023

2. Scope. This policy applies to all military personnel, active or reserve, assigned or attached to the 4th Infantry Division (4ID) and Fort Carson units and tenant activities, regardless of location.

3. Purpose. The purpose of this policy is to emphasize my commitment to creating a culture of excellence by empowering Leaders at all levels.

4. Forging a dedicated, fighting force starts by maintaining standards, regardless of how small they may seem. Standards are the bedrock of the force. To that end, I expect Leaders at all echelons to issue on-the-spot corrections for minor deficiencies to all Soldiers while assigned for duty within the 4ID and Fort Carson. On-the-spot corrections must be done respectfully and be deliberately focused on helping the Soldier overcome their minor deficiencies while not violating lawful regulations, including sexual harassment and equal opportunity regulations and policies.

5. To ensure this policy is properly executed by Leaders at all echelons, I expect Leaders to educate themselves on current Army and 4ID standards and governing regulations for grooming, wear of uniform, military customs and courtesies, 4ID Green Book standards, and the appropriate means and methods of issuing on-the-spot corrections. Leaders are required to have in their possession, while on duty, a copy of the current 4ID Green Book. The copy may be physical or downloaded electronically. The 4ID Green book is available on the Fort Carson homepage at: <https://home.army.mil/carson/9016/9755/6781/standards-book.pdf>.

6. Withholding. To ensure Leaders have the space and freedom to make on-the-spot corrections, I am withholding to my level all investigations and initial disposition of all allegations of misconduct against a Leader while they are making an on-the-spot correction. This includes, but is not limited to, the following:

a. Where an allegation against a Leader making an on-the-spot correction is made to the Command, I withhold the initiation, approval, and initial disposition of all command-directed investigations normally referenced as commander's inquiries, Rule for Courts-Martial 303 inquiries, or AR 15-6 investigations.

b. Where an allegation against a Leader making an on-the-spot correction is made to the Office of the Inspector General, I withhold at my level the initiation, approval, and initial disposition of such allegations.

c. Where an allegation against a Leader making an on-the-spot correction falls into the purview of military law enforcement, I withhold at my level initial disposition of such allegations once military law enforcement has completed their investigation.

d. Where an allegation against a Leader making an on-the-spot correction results in an informal or formal sexual harassment complaint, I withhold at my level the initiation, approval, and initial disposition of such allegations. The appeal authority for these matters will be with III Armored Corps.

e. Where an allegation against a Leader making an on-the-spot correction results in an equal opportunity complaint, I withhold at my level the initiation, approval, and initial disposition of such allegations. The appeal authority for these matters will be III Armored Corps.

7. Nothing in this policy prevents any subordinate from preferring charges. By withholding initial disposition authority, I have withheld the authority to determine what action is appropriate, to include whether further action is warranted; and if so, whether the matter should be resolved with no action taken or by court-martial (through my referral of charges), nonjudicial punishment, or final adverse administrative action.

8. Leaders will notify me directly if they believe that they, or another Leader, has been targeted or dealt with unfavorably as a result of issuing a good faith on-the-spot correction through my hotline at: <https://home.army.mil/carson/contact/cg-hotline>.

9. It is the duty of Leaders to maintain and enforce the standards and expectations of an organization. Failure by a Leader to make an appropriate on-the-spot correction may be a violation of Article 92, UCMJ, which could result in adverse administrative and/or punitive action.

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10. Expiration Date. This policy is effective immediately and will remain in effect until suspended, revoked, or superseded.

11. The point of contact for this memorandum is the 4ID and Fort Carson Secretary of the General Staff at (719) 503-0010.



PATRICK J. ELLIS
Major General, USA
Commanding