

JOINT REFERENCES

Extracts



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Introduction

Joint Reference Extracts

1. **Purpose:** The purpose of this Student Text is to provide Inspectors General (IGs) at all levels with readily available extracts from Joint publications related directly to Joint Task Forces and Joint doctrine overall.

2. **The Joint and Expeditionary Mindset:** The Army Chief of Staff has established the Joint and Expeditionary Mindset as one of his key focus areas. The Army must strive to educate future senior leaders now to function in a Joint environment while still providing our Nation with the campaign-quality forces needed to fight and win America's wars. All leaders within today's Army must be mindful of Joint doctrine and the impact of that doctrine on the Army's new modular brigades, which are currently known as Units of Action (UA). These brigades will respond quickly to crisis areas anywhere in the world – most likely as part of a larger Joint force. The bottom line is that the Joint Expeditionary Army of the future has arrived and will continue to grow, mature, and develop as we adapt to meet the challenges of the Global War on Terror (GWOT).

3. **The Joint Inspector General:** Army IGs will routinely find themselves thrust into Joint environments with little or no notice. An Army headquarters that becomes a Joint Task Force (JTF) must include an IG office that is both adaptable and responsive to the various services represented by that JTF. Army IGs must prepare for such a transition by understanding the basic elements of Joint doctrine, knowing fundamental differences between and among the other services' IG systems, and adapting the Army IG system to remain relevant and responsive to an Army commander charged with serving as a JTF commander. The Army IG system is a system that can and will adapt to the Joint world and serve an expeditionary Army that must fight Jointly in order to defeat the threat of global terrorism.

4. **Joint Reference Extracts:** This student text provides the Army IG student with extracts from Joint references that will prove useful and lead to other sources of Joint doctrine on the Internet and elsewhere. The references include:

- a. Executive Summary from Joint Publication 3-0, Doctrine for Joint Operations (dated 10 September 2002)
- b. Extract from Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.05, Joint Task Force Headquarters Master Training Guide (dated 15 April 1997)
- c. Chapter 3 (Inspector General) from the Southern European Task Force (SETAF) Joint Standing Operating Procedure (SOP)
- d. Chapter 12 (Inspector General) from European Directive (ED) 55-1.1, Joint Task Force Headquarters Organization and Standing Operating Procedures
- e. USCINCEUR Policy Letter Number 99-01, USEUCOM Guidance on Review of On-Going Operations in Theater

These extracts merely serve as relevant examples of Joint doctrine and Joint Task Force IG Standing Operating Procedures and provide the IG student with a ready reference that will assist in the training of – and transition to – an IG in a Joint environment.

Chapter 1

Executive Summary to Joint Publication 3-0

1. **Purpose:** This chapter provides the IG student with the Executive Summary to Joint Publication 3-0.

2. **Joint Publication 3-0, Doctrine for Joint Operations:** Joint Publication 3-0 is the keystone document for the conduct of all Joint operations. This document explores the strategic context for Joint operations, the National Strategic Direction, the fundamentals of Joint operations, and the planning of Joint operations. This document is essential to a thorough understanding of the Joint environment; all IGs should read this publication in order to understand fully how to apply the Army IG system to the Joint environment. The Executive Summary reproduced here is from the version dated 10 September 2001. A complete version of this publication is available on the Web at http://www.dtic.mil/doctrine/jel/new_pubs/jp3_0.pdf.

EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- **Discusses the Strategic Environment Within Which Joint Operations Take Place**
 - **Lists the Fundamental Principles of Joint Operations**
 - **Covers Planning Guidance for War and Military Operations Other Than War**
 - **Describes the Considerations for the Conduct of Joint Operations During War**
 - **Provides Principles for Military Operations Other Than War**
 - **Discusses Considerations for Multinational Operations**
-

The Strategic Context

Contemporary threats faced by the Armed Forces of the United States are more ambiguous and regionally focused than during the Cold War.

Combatant commanders may confront a variety of factors that challenge the stability of countries and regions and threaten US national interests and security within their areas of responsibility. These instabilities can lead to increased levels of competition, a wide variety of attempts at intimidation, drug trafficking, insurgencies, regional conflicts, weapons proliferation, and civil war. **It is difficult to predict which nations or groups may threaten US interests and how and when such threats will emerge.** Yet such predictions should be attempted, and with a process that allows for rapid dissemination of strategic estimates.

Range of Military Operations

The range of military operations stretches from war to military operations other than war.

When other instruments of national power (diplomatic, economic, and informational) are unable or inappropriate to achieve national objectives or protect national interests, **the US national leadership may decide to conduct large-scale, sustained combat operations to achieve national objectives or protect national interests, placing the United States in a wartime state.** In such cases, the goal is to win as quickly and with as few casualties as possible, achieving national

objectives and concluding hostilities on terms favorable to the United States and its multinational partners.

Operations other than war are an aspect of military operations that focus on deterring war and promoting peace.

Military operations other than war (MOOTW) involving the use or threat of force. When other instruments of national power are unable to influence a deteriorating or potentially hostile situation, military force may be required to demonstrate US resolve and capability, support the other instruments of national power, or terminate the situation on favorable terms. The general goals of US military operations during such periods are to support national objectives, deter war, and return to a state of peace. Such operations involve a greater risk that US forces could become involved in combat than operations conducted to promote peace.

Military operations other than war not involving the use or threat of force. Prudent use of military forces in peacetime helps keep the day-to-day tensions between nations or groups below the threshold of armed conflict and maintains US influence in foreign lands. These operations, by definition, do not involve combat, but military forces always need to be prepared to protect themselves and respond to a changing situation.

National Strategic Direction

Military activities across the full range of military operations need to be synchronized with other instruments of national power and focused on common national goals.

National security strategy and national military strategy (NMS), shaped by and oriented on national security policies, provide strategic direction for combatant commanders. **Combatant commanders,** in turn, provide guidance and direction through their combatant command strategies and plans for the employment of military forces, in conjunction with interagency and multinational forces, in the conduct of military operations.

Interagency Operations

Achieving unity of effort in interagency operations can be difficult.

Combatant commanders and subordinate joint force commanders (JFCs) are **likely to operate with agencies** representing other US instruments of national power; **with foreign governments; and with nongovernmental and international organizations in a variety of circumstances.** The intrinsic nature of interagency coordination demands that **commanders and joint force planners consider all**

instruments of national power and recognize which agencies are best qualified to employ these elements toward the objective. Unity of effort is made more difficult by the agencies' different and sometimes conflicting policies, procedures, and decisionmaking techniques.

The Strategic Goal and Conflict Termination

Properly conceived termination criteria are key to ensuring that victories achieved with military forces endure.

To facilitate development of effective termination criteria, US forces must be dominant in the final stages of an armed conflict by achieving sufficient leverage to impose a lasting solution. Because the nature of the termination will shape the futures of the contesting nations or groups, it is fundamentally important to understand that termination of operations is an essential link between national security strategy, NMS, and end state goals—the **desired outcome**. **This principle holds true for both war and MOOTW.**

Fundamentals of Joint Operations

Joint operations doctrine reflects the nature of modern warfare and the strategic requirements of the Nation.

Joint operations doctrine is built on a sound base of warfighting theory and practical experience. It applies the principles of the fundamentals of joint warfare, and other key concepts consistent with the policies of the US Government. It seeks to provide JFCs with a broad range of options to defeat an adversary in war or to conduct MOOTW. It is a doctrine that recognizes the fundamental and beneficial effects of teamwork and unity of effort, and the synchronization and integration of military operations in time, space, and purpose. **The fundamental principle for employment of US joint forces is to commit decisive force to ensure achievement of the objectives established by the National Command Authorities (NCA) while concluding operations in the shortest time possible and on terms favorable to the United States.**

Levels of War

The three levels of war (strategic, operational, and tactical) are doctrinal perspectives that clarify the links between strategic objectives and tactical actions.

The **levels of war**, from a doctrinal perspective, clarify the links between strategic objectives and tactical actions. Although there are no finite limits or boundaries between them, **the three levels are strategic, operational, and tactical.** They apply to both war and MOOTW. Actions can be defined as strategic, operational, or tactical based on their effect or contribution to achieving strategic, operational, or tactical objectives.

Unified Action

Combatant commanders play a pivotal role in unifying actions.

The **concept of unified action** highlights the synergistic application of all of the instruments of national and multinational power and includes the actions of nonmilitary organizations as well as military forces to achieve common objectives.

Joint Warfare

Joint forces conduct campaigns and major operations. Functional and Service components of the joint force conduct supported, subordinate, and supporting operations, not independent campaigns.

The **integration of all US military capabilities**, often in conjunction with forces from other nations, other US agencies, nongovernmental organizations, and United Nations forces and capabilities, is required to generate decisive joint combat power. JFCs **synchronize and integrate the actions of air, land, sea, space, and special operations forces** to achieve strategic and operational objectives through integrated, joint campaigns and major operations. The goal is to increase the total effectiveness of the joint force, not necessarily to involve all forces or to involve all forces equally.

Command Relationships

Joint force command relationships are an array of options that joint force commanders (JFCs) can use to adapt the organization of assigned forces to situational requirements and arrange component operations in time, space, and purpose.

The NCA exercise authority and control of the armed forces through a **single chain of command with two distinct branches**. **One branch** runs from the President, through the Secretary of Defense, directly to the commanders of combatant commands for missions and forces assigned to their commands. **The other branch**, used for purposes other than operational direction of forces assigned to the combatant command, runs from the President through the Secretary of Defense to the Secretaries of the Military Departments.

Organization of Forces

JFCs have full authority to assign missions, redirect efforts, and direct coordination among subordinate commanders.

Joint forces are specifically designated, composed of significant elements, assigned or attached, of two or more Military Departments, and **commanded by a JFC** with a joint staff. The manner in which JFCs organize their forces directly affects the responsiveness and versatility of joint force operations. **The first principle in joint force organization** is that JFCs organize forces to accomplish the mission based on the JFCs' vision and concept of operations. Unity of effort, centralized planning and direction, and decentralized execution are key considerations.

Command and Control

Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission.

Command includes both the authority and responsibility for effectively using available resources to accomplish assigned missions. Command at all levels is the art of motivating and directing people and organizations into action to accomplish missions. **Control is inherent in command.** To control is to regulate forces and functions to execute the commander's intent. Ultimately, it provides commanders a means to measure, report, and correct performance.

Joint Urban Operations

Joint urban operations are joint operations planned and conducted across the range of military operations on or against objectives on a topographical complex and its adjacent natural terrain, where manmade construction and the density of noncombatants are the dominant features.

Urbanized areas possess all of the characteristics of the natural landscape, coupled with manmade construction and the associated infrastructure, resulting in a complicated and dynamic environment that influences the conduct of military operations in many ways. **The most distinguishing characteristic** of joint urban operations (JJO), however, is not the infrastructure but the **density of noncombatants** that fundamentally alters the character of combat and noncombat operations.

JJO are not analogous to jungle, desert, or mountain operations in that there are more than just terrain considerations. JJO are conducted in large, densely populated areas with problems unique to **clearing adversary forces while possibly restoring services and managing major concentrations of people.** During JJO, joint forces may not always focus only on destruction of adversary forces but also may be required to take steps necessary to protect and support noncombatants and their infrastructure from which they receive services necessary for survival.

Planning Joint Operations

JFCs issue prioritized mission-type orders to subordinate commanders and define command relationships to facilitate mission accomplishment consistent with their concept of operations.

Planning for employment of joint teams begins with **articulating and understanding the mission, objective, purpose of the operations, and commander's intent.** The Joint Strategic Planning System provides strategic direction; assigns missions, tasks, forces, and resources; and designates objectives and rules of engagement. It also establishes constraints and restraints and defines policies and concepts to be integrated into combatant command strategies and plans. **The ultimate goal of US military forces is to accomplish the objectives**

directed by the NCA. For joint operations, this will be achieved **through full spectrum dominance** — the ability of US forces, operating unilaterally or in combination with multinational and interagency partners, to defeat any adversary or dominate any situation across the full range of military operations.

Combatant Command Strategic Planning

Combatant command strategic planning in peacetime provides the framework for employing forces in peacetime and in response to crises.

Combatant command planners develop **peacetime assessments** that ease transition to crisis or war as well as to postconflict. Peacetime intelligence and logistic assessments, for example, are essential for force projection and rapid transition to combat operations.

When directed by the NCA to conduct military operations, the **combatant commanders refine peacetime strategies and modify existing plans or develop campaign plans as appropriate.** The result, expressed in terms of military objectives, military concepts, and resources (ends, ways, and means), provides guidance for a broad range of activities.

The Campaign

A campaign is a series of related major operations that arrange tactical, operational, and strategic actions to accomplish strategic and operational objectives.

A **campaign plan describes how these operations are connected in time, space, and purpose.** Campaigns are joint in nature and serve as the focus for the conduct of war and MOOTW. **Campaigns must be kept simple and focused on clearly defined objectives.**

A wartime campaign is the **synchronization and integration** of any necessary air, land, sea, space, and special operations — as well as interagency and multinational operations — in harmony with diplomatic, economic, and informational efforts to attain national and multinational objectives.

Operational Art

Operational art is the use of military forces to achieve strategic goals through the design, organization, integration, and conduct of strategies, campaigns, major operations, and battles.

Operational art **determines when, where, and for what purpose major forces will be employed** and should influence the adversary disposition before combat. It governs the deployment of those forces, their commitment to or withdrawal from battle, and the arrangement of battles and major operations to achieve operational and strategic objectives.

Operational art **helps commanders use resources efficiently and effectively to achieve strategic objectives.** It provides a framework to assist commanders in ordering their thoughts when designing campaigns and major operations. Operational

art helps commanders understand the conditions for victory before seeking battle, thus avoiding unnecessary battles. Without operational art, war would be a set of disconnected engagements, with relative attrition the only measure of success or failure.

Key Planning Considerations

The initial plan establishes the commander's intent, the concept of operations, and the initial tasks for subordinate units. Key planning considerations include: mission, commander's intent, commander's critical items of information, concept of operations, targeting, support, air apportionment, countering air and missile threats, space support operations, concept of logistics, force protection, environmental considerations, and command, control, communications, and computer systems.

Considerations Before Combat

Actions JFCs are able to take before the initiation of hostilities can assist in determining the shape and character of future operations. JFCs should **prepare the operational area**, which involves implementing intelligence and counterintelligence operations in order to understand clearly the capabilities, intentions, and possible actions of potential opponents as well as the geography, weather, demographics, and **culture(s) of the operational area**. JFCs should also consider **isolation of the adversary, movement to attain operational reach, special operations protection, space operations, and assessment of the physical environment**.

Considerations at the Outset of Combat

As combat operations commence, JFCs need to exploit full dimensional leverage to shock, demoralize, and disrupt opponents immediately. JFCs seek decisive advantage through the **use of all available elements of combat power to seize and maintain the initiative, deny the enemy the opportunity to achieve his objectives, and generate in the enemy a sense of inevitable failure and defeat**. Actions that JFCs take include **conducting force projection, seeking dimensional superiority, attacking adversary centers of gravity, conducting special operations, and ensuring force protection**.

Considerations for Sustained Combat Operations

JFCs conduct sustained operations when a quick military resolution is not possible. JFCs seek to extend operations throughout the breadth and depth of the operational area. During sustained operations, **JFCs simultaneously employ air, land, sea, space, and special operations forces**. During a major operation, one component or major category of operations might be the main effort, with **others in support**. When conditions change, the main effort might shift to **another component or function**. **Some functions** (e.g., strategic attack, interdiction, and psychological

operations) **continue throughout** the conflict, to deny the adversary sanctuary, freedom of action, or informational advantage. When prevented from concentrating, opponents can be attacked, isolated at tactical and operational levels, and defeated in detail. At other times, JFCs may cause their opponents to concentrate their forces, facilitating their attack by friendly forces.

Military Operations Other Than War

Military operations other than war encompass a wide range of activities where the military instrument of national power is used for purposes other than the large-scale combat operations usually associated with war.

MOOTW usually involve **a combination of air, land, sea, space, and special operations forces** as well as the efforts of governmental agencies and nongovernmental organizations, in a complementary fashion. Although these operations are often conducted outside the United States, they also include military support to US civil authorities.

Combatant commanders support national objectives through combatant command strategies and military operations, which translate strategic intent into operational and tactical actions. Thus, **joint MOOTW involve strategic, operational, and tactical considerations**. Because the Department of State is frequently the lead Federal agency and nearly always a principal player in joint MOOTW outside the continental United States, JFCs should maintain a **working relationship** with the chiefs of the US diplomatic missions in their area.

Planning considerations for MOOTW include interagency coordination, command and control, intelligence and information collection, constraints and restraints, training and education, postconflict operations, and redeployment to other contingencies.

Multinational Considerations

US military operations often are conducted with the armed forces of other nations in pursuit of common objectives.

Multinational operations, both those that include combat and those that do not, are **conducted within the structure of an alliance, a result of formal agreements between two or more nations for broad, long-term objectives, or coalition, an ad hoc arrangement between two or more nations for common action**. Effectively planned and **executed multinational operations should, in addition to achieving common objectives, facilitate unity of effort** without diminishing freedom of action and **preserve unit integrity** and uninterrupted support. Each

multinational operation is unique, and key considerations involved in planning and conducting multinational operations vary with the international situation and perspectives, motives, and values of the organization's members.

The Armed Forces of the United States should be prepared to operate within the framework of an alliance or coalition under other-than-US leadership.

Following, contributing, and supporting are important roles in multinational operations — often as important as leading. However, **US forces often will be the predominant and most capable force** within an alliance or coalition and can be expected to play a central leadership role, albeit one founded on mutual respect. Stakes are high, requiring the military leaders of member nations to emphasize common objectives as well as mutual support and respect.

Considerations for multinational operations include national goals; unity of effort; doctrine, training, and equipment; cultural differences; management of resources; and national communications. JFCs must also initiate actions and provide guidance on the protection and sharing of sensitive US information and assets. Additionally, planned operations must take into account host nation policies and restrictions, as well as participating countries specific national policies regarding the use of force by their militaries employed outside national boundaries.

CONCLUSION

This publication is the keystone document of the joint operations series. It provides fundamental principles and doctrine that guide the **Armed Forces** of the United States in the conduct of joint and multinational operations.

Chapter 2

Extract from Chairman of the Joint Chiefs of Staff Manual 3500.05

1. **Purpose:** This chapter provides the IG student with the cover letter, Chapter 1, and Master Training Guide (MTG) Task Number 100-00-CJTF from Chairman of the Joint Chiefs of Staff Manual 3500.05.

2. **Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.05, Joint Task Force Headquarters Master Training Guide:** CJCSM 3500.05 is the standing doctrinal manual for the establishment of a Joint Task Force (JTF). Designed like an Army Mission Training Plan (MTP), CJCSM 3500.05 outlines specific tasks for establishing a JTF and its headquarters. Each task is identified to a specific element within the JTF and has a Master Training Guide (MTG) task number associated with it. Each task outlines clearly defined standards for the completion of that task. The extracts contained in this student text are the cover letter for the manual; Chapter 1, which provides an Introduction and Overview that describes the JTF force and staff structure in detail; and the MTG task for establishing the JTF command group (Task Number 100-00-CJTF). The IG is not addressed as part of the command and staff group in this particular task or elsewhere in the manual. The version reproduced here is dated 15 April 1997 and is available on the Web at http://www.dtic.mil/doctrine/jel/cjcsd/cjcsm/m3500_05.pdf.



CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

J-7

DISTRIBUTION: A, B, C, J, S

CJCSM 3500.05

15 April 1997

JOINT TASK FORCE HEADQUARTERS MASTER TRAINING GUIDE

- Reference(s):
- CJCSI 3500.01 Series, "Joint Training Policy of the Armed Forces of the United States."
 - CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States."
 - CJCSM 3500.04 Series, "Universal Joint Task List."

1. Purpose. To provide a descriptive, performance-oriented training guide to assist leaders in training their units and serve as a guide for the JTF Headquarters in actual operations.

2. Cancellation. None.

3. Applicability. This CJCSM applies to the Joint Staff, Military Services, combatant commands, and activities and agencies responsive to the Chairman of the Joint Chief of Staff.

4. Procedures. Detailed procedures for implementing joint training policy are contained in references a, b, and c.

5. Additional Copies of Manuals. Joint Staff directorates may obtain a limited number of copies of this instruction from Records Management and Automation Support Branch, Room 2B917. The Services, CINCs, Defense agencies, and all other holders are authorized to reproduce, print, and stock additional copies to meet their internal distribution requirements.

6. Effective Date. This manual is effective upon receipt.

For the Chairman, Joint Chief of Staff

Enclosure(s):
See Table of Contents

CHAPTER 1

INTRODUCTION & OVERVIEW

1-1. Purpose. This Joint Task Force Headquarters Master Training Guide (JTF HQ MTG) is primarily a training document designed to assist probable or designated JTF commanders and staffs in training and assessing the performance of individual and collective command and staff tasks during crisis situations. The JTF HQ MTG serves in:

- a. **Planning** for JTF HQ Training/Operations
- b. **Conducting** JTF HQ Training/Operations
- c. **Assessing** JTF HQ performance in Training/Operations

1-2. Structure.

- a. This document is designed to be part of a series of publications that provide joint tasks, conditions and standards for the training of joint organizations. These publications will be specific to the following units:
 - (1) Commander-in-Chief, Unified (Theater) Command Headquarters (CINC HQ)
 - (2) Joint Task Force Headquarters (JTF HQ)
 - (3) Joint Force Air Component Commander (JFACC)
 - (4) Joint Force Land Component Commander (JFLCC)
 - (5) Joint Force Maritime Component Commander (JFMCC)
 - (6) Joint Special Operations Task Force (JSOTF)
 - (7) Joint Psychological Operations Task Force (JPOTF)
 - (8) Joint Civil-Military Operations Task Force (JCMOTF)

- b. An illustration of the relationship between the JTF HQ MTG and other MTGs is depicted in Figure 1-1.

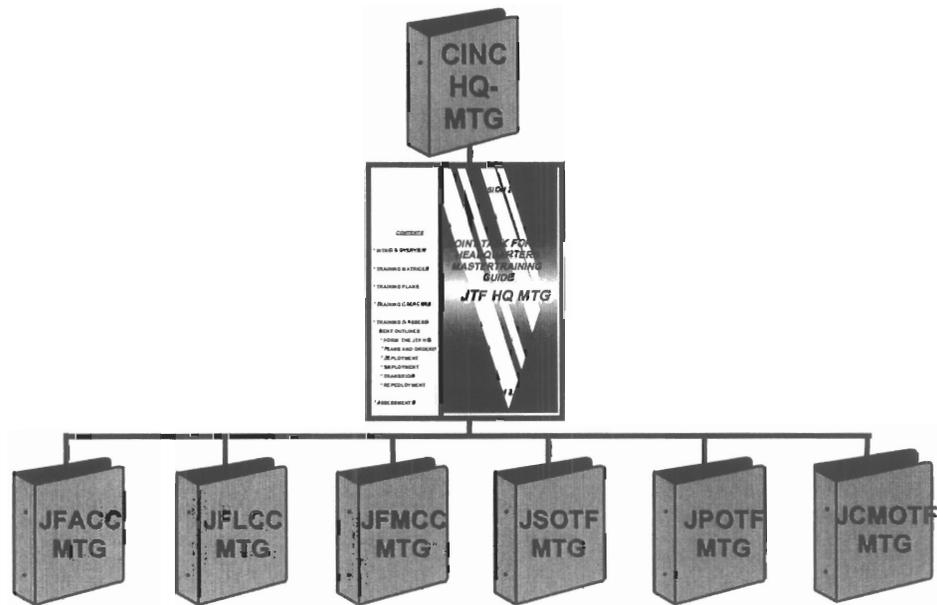


FIGURE 1-1
MTG HIERARCHY

- c. Service component (Army Forces, Navy Forces, Marine Forces, Air Force Forces and Coast Guard Forces) tasks, conditions and standards are provided in appropriate Service publications. No attempt has been made to duplicate those items in this publication.

1-3. Contents.

- a. The JTF HQ MTG is organized into six chapters. They are:
- (1) **Chapter 1 - Introduction & Overview.** This chapter is a general explanation of the JTF HQ MTG's purpose, function, organization and structure.
 - (2) **Chapter 2 - Task Matrices.** This chapter shows the relationship between the Universal Joint Task List (UJTL) and the command and staff tasks in the MTG. It also provides matrices to show relationships between JTF missions, and the tasks that both the JTF HQ and the JTF units perform to accomplish those missions or tasks, and either what command or staff element is responsible for those missions or tasks or what unit can perform them.

- (3) Chapter 3 - **Training Plans**. This chapter provides guidance for the development of training plans to improve JTF HQ training.
 - (4) Chapter 4 - **Training Exercises**. This chapter consists of information on certain types of joint training exercises and how the JTF HQ MTG can serve in the development of these exercises.
 - (5) Chapter 5 - **Training & Assessment Outlines**. This chapter first shows the operational level Universal Joint Tasks (UJT), and which MTG tasks relate to them from a command and staff perspective. Where the UJT are specifically component unit tasks, the requirement to develop a unit task description is identified by a "To Be Published (TBP)" entry. The chapter then contains the tasks and task steps for the JTF command and staff elements. These tasks are organized in sections that correspond to the "life-cycle" of a JTF (see Figure 1-3). Chapter 5 also includes JTF boards, centers, etc.
 - (6) Chapter 6 - **Assessments**. This chapter provides information concerning the assessment of joint training and an example of a methodology for conducting that assessment.
- b. The structure of the chapters closely follows the Joint Training Cycle, as defined in the Joint Training Manual (CJCSM 3500.03). The relationship of the JTF HQ MTG to the Joint Training Cycle is depicted in Figure 1-2 below.

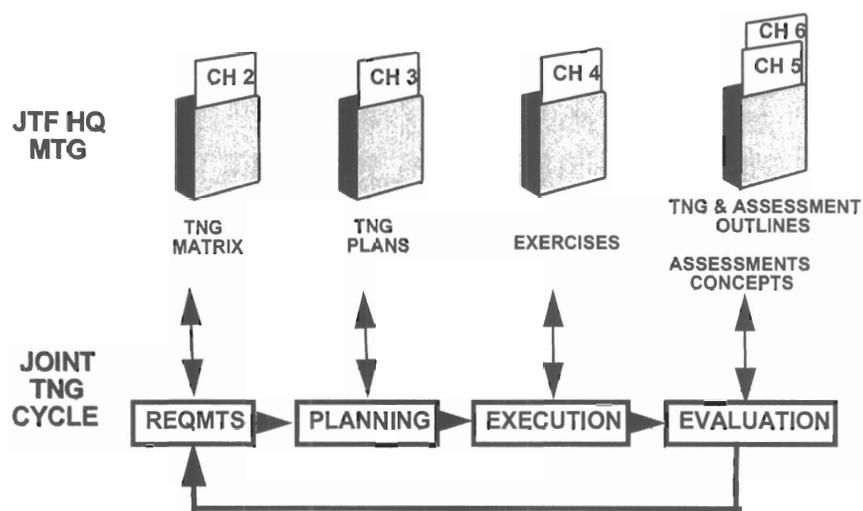


FIGURE 1-2
RELATIONSHIP OF JTF HQ MTG TO THE JOINT TRAINING CYCLE

1-4. Development.

- a. The JTF HQ MTG uses the Universal Joint Task List (UJTL) as the basic hierarchy of tasks to be accomplished. However, as stated above, the JTF HQ MTG organizes these tasks somewhat differently than the UJTL. It describes them in groups consistent with the normal sequential nature of a JTF's "life-cycle" (Figure 1-3).

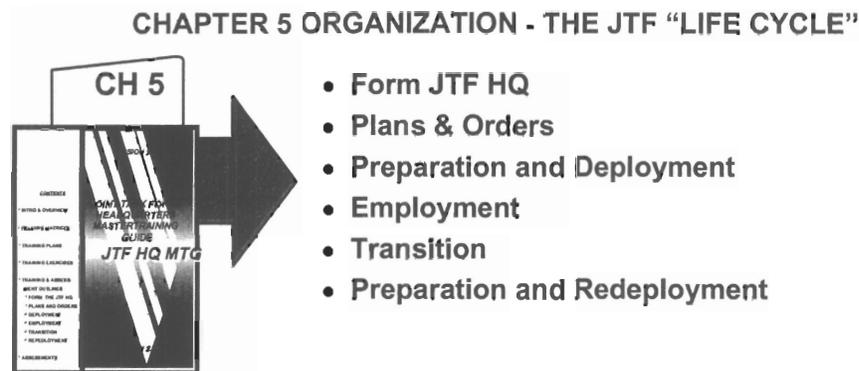


FIGURE 1-3
ARRANGEMENT OF JTF HQ MTG TASKS

- b. Additionally, the UJTL does not specify the means for completing or who should complete the task, nor does it distinguish between unit tasks (components) and JTF Commander/staff tasks (JTF HQ). An example of how the JTF HQ MTG establishes a hierarchy of MTG tasks and MTG task steps (derived from the UJTL) is illustrated in Figure 1-4. This example shows those tasks that should be performed by:

- (1) JTF Components (unit tasks): "Support Command and Control Warfare (C2W)."
- (2) JTF Hq (staff tasks):

"Form C2W Staff" - Performed during the "Form the JTF HQ" phase of the JTF "life-cycle."

"Plan C2W" - Performed during the "Crisis Action Planning" phase.

"Control C2W" - Performed during the "Execution" phase.

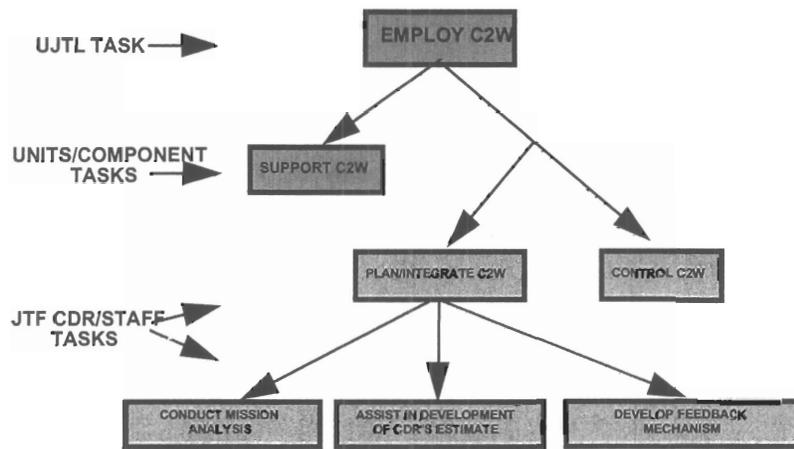


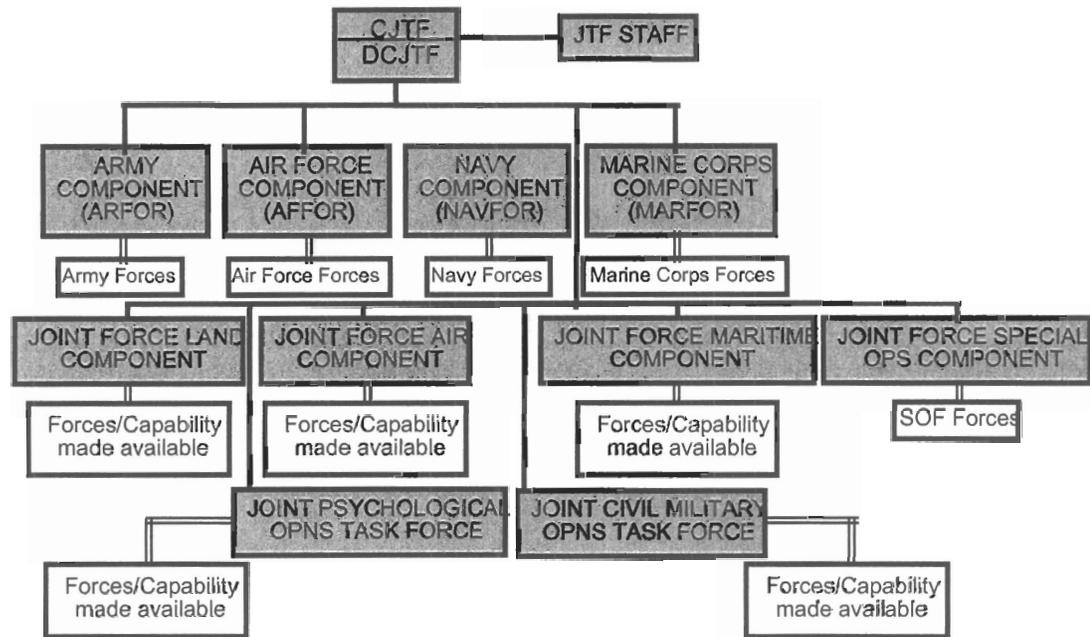
FIGURE 1-4
JTF HQ MTG TASKS DERIVED FROM THE UJTL

1-5. Joint Task Force Organization.

a. **JTF Component Structure.** In accordance with Joint Pub 0-2, **United Action Armed Forces (UNAAF)**, the **Commander of a Joint Task Force (CJTF)** has a variety of organizational options for command and control of the JTF. The CJTF can conduct operations through:

- (1) **Service Components.**
 - Army Forces (ARFOR)
 - Navy Forces (NAVFOR)
 - Air Force Forces (AFFOR)
 - Marine Corps Forces (MARFOR)
 - Coast Guard Forces (CGFOR)
- (2) **Functional Components.**
 - Joint Force Air Component Commander (JFACC)
 - Joint Force Land Component Commander (JFLCC)
 - Joint Force Maritime Component Commander (JFMCC)
 - Joint Force Special Operations Component Commander (JFSOCC); commonly referred to as the Joint Special Operations Task Force (JSOTF)
 - Joint Civil-Military Operations Task Force (JCMOTF)
 - Joint Psychological Operations Task Force (JPOTF)
- (3) **Combination.** Most often, JTFs are organized with a combination of Service and functional components with operational responsibilities.

- b. For the purposes of this publication, the JTF is organized with a combination of components as depicted in Figure 1-5 below:



— Command Relationship Determined by CJTF — Operational Control (OPCON)

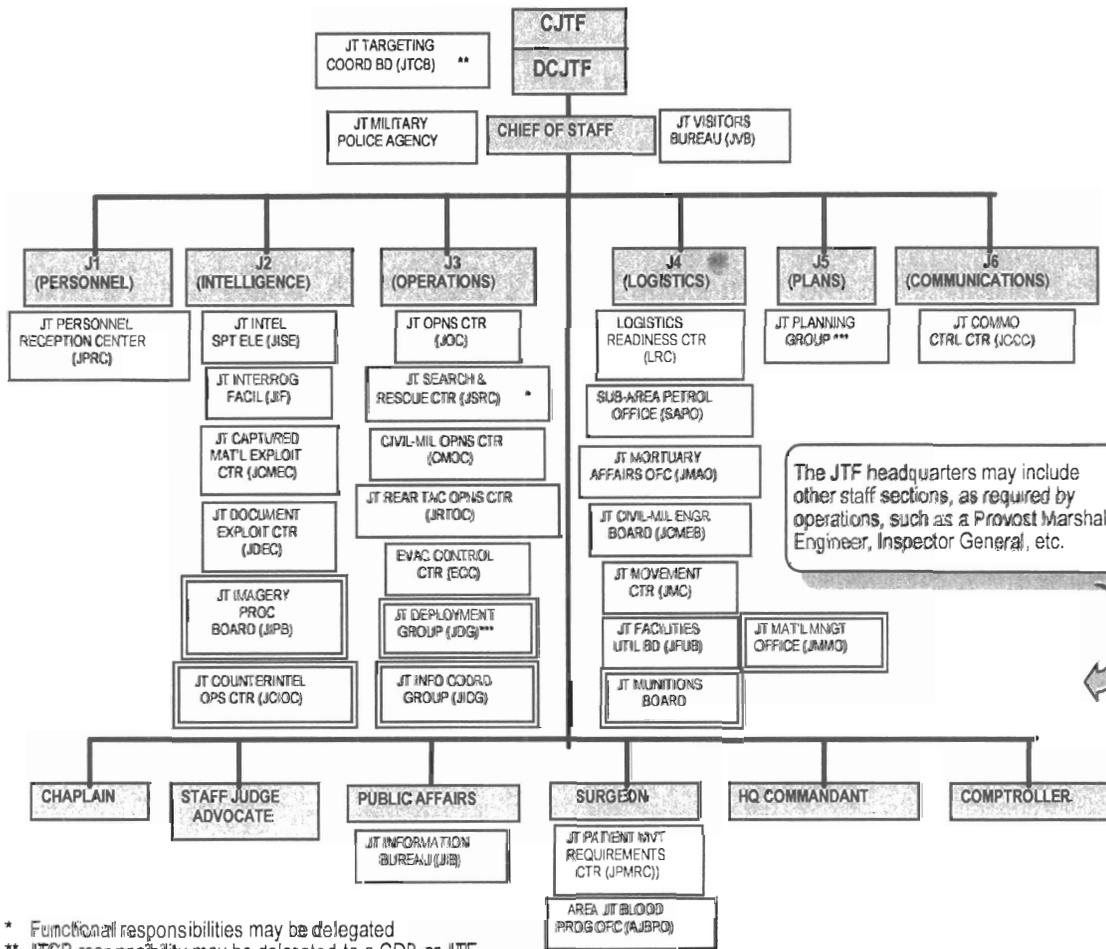
NOTE: A joint force contains Service components (because of logistic and training responsibilities) even when operations are controlled by other components -- based on Figure II-3 JP 3-0

FIGURE 1-5
POSSIBLE COMPONENTS IN A JTF

- c. JTF Headquarters.

- (1) The CJTF may organize the JTF HQ staff as he determines necessary to carry out his duties and responsibilities. The CINC who establishes the JTF should make provision to furnish the necessary personnel, facilities, and/or equipment. In accordance with Joint Pub 5-00.2, "Joint Task Force Planning Guidance and Procedures," the JTF headquarters force module will contain the following elements at the minimum:
 - Command and Staff
 - Augmentation Detachments
 - Communications Support
 - HQ Support and Sustainment
 - Security Support

- (2) For the purposes of this publication, the Command and Staff, Augmentation Detachments, and the Headquarters Support & Sustainment will be addressed. Figure 1-6 depicts those elements.



The JTF headquarters may include other staff sections, as required by operations, such as a Provost Marshal, Engineer, Inspector General, etc.

* Functional responsibilities may be delegated
 ** JTCB responsibility may be delegated to a CDR or JTF staff officer
 *** May be J3 or J5 responsibility

□ Doctrinal
 ◻ Non-Doctrinal

FIGURE 1-6
JTF HEADQUARTERS STRUCTURE

CHAPTER 5

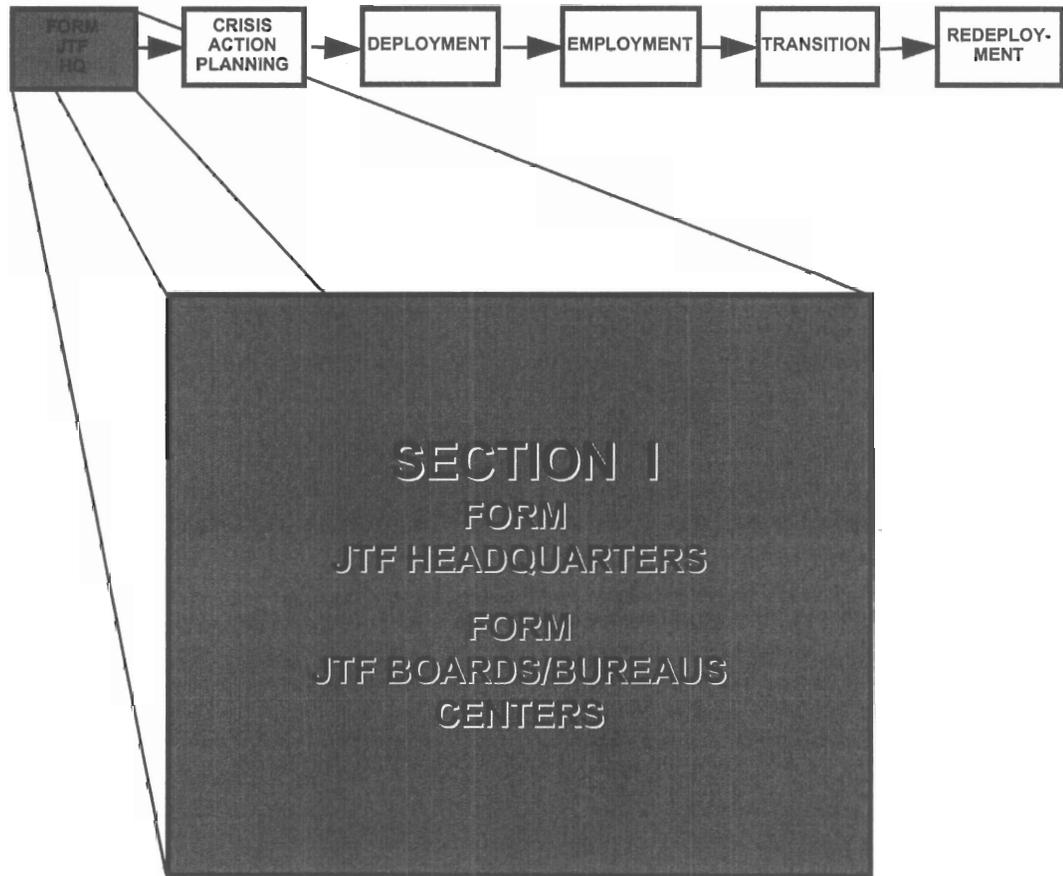


FIGURE 5-1-1
FORM THE JTF HEADQUARTERS
FORM JTF BOARDS/CENTERS

ELEMENT: CJTF/DCJTF/COS

MTG TASK: **ESTABLISH JTF COMMAND GROUP** (Task Number 100-00-CJTF)
(Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC designates a JTF (for planning purposes) during the Deliberate Planning Process, and appoints the CJTF, assigns the mission, and activates the JTF normally in Crisis Action Planning (CAP) Phase III or earlier. The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air forces and special operations in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (COA) development in CAP Phase III. CJTF establishes the JTF Command Group to direct and support COA development and prepare appropriate estimates, annexes and/or other planning products.

MTG TASK PURPOSE: To assist the JTF Command Group in developing and issuing guidance for the planning and conduct of joint operations, and directing and supervising JTF staff actions.

REFERENCES: JP 3-0, JP 3-56, JP 5-00.2

MTG TASK STEPS

1. Identify the JTF HQ base unit (Task Number 100-01-CJTF)
 - a. Designated base unit functions solely as JTF HQ -- does not function as both JTF and component headquarters base
 - b. Designated base unit has the requisite experience and training to lead in the planning and direction of anticipated JTF operations
 - c. Designated base unit possesses sufficient Command, Control, Communication, Computers and Intelligence (C4I) capability to begin planning and sponsor formation of the joint headquarters
2. Identify key staff and command group personnel (Task Number 100-02-CJTF)
 - a. Exploits existing staff/working relationships during crisis action planning and subsequent operations
 - b. Achieves joint perspective and interoperability
3. Provide guidance on JTF HQ organizational structure (Task Number 100-03-CJTF)
 - a. Describe nature/mix of augmentation required to achieve joint perspective/interoperability
 - b. Define special role/relationship with liaison teams, both to/from JTF HQ
 - c. Identify requirement/role of special JTF boards, centers, bureaus, offices. May include:
 - (1) Joint Targeting Coordination Board (JTCB)
 - (2) Intelligence centers
 - (3) Operations centers
 - (4) Logistics centers, boards
 - (5) Medical boards
 - (6) Personnel centers, boards

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- (7) Communications centers, offices
 - (8) Joint Information Bureau
 - (9) Visitors bureau
 - (10) Special operational organizations -- Joint Evacuation Control Center, Joint Search and Rescue Center, etc.
- d. Define duties/roles/relationships that differ from Service organization or are otherwise necessary for joint operations. Include:
- (1) DCJTF
 - (2) COS
 - (3) J3/J5 relationship
 - (4) Joint Operations Center
 - (5) Future Operations Cell
 - (6) Joint Planning Group (JPG)
 - (7) Media support
 - (8) US Government (USG)/nongovernment agencies
 - (9) International agencies
 - (10) Various observers
 - (11) METOC
4. Advise CJTF on organization of JTF HQ (Task Number 100-04-DCJTF/COS)
- a. See guidance notes in Task Number 100-03-CJTF
 - b. Identification of key staff codes
5. Represent CJTF (when and how authorized) (Task Number 100-05-DCJTF/COS)
- a. Identifying JTF HQ requirements
 - b. Coordinating with supported CINC, JTF components
 - c. Providing directive guidance
 - d. Chairing/directing JTF boards/operating centers
 - e. Other specific functional responsibilities
 - f. Issuing plans, orders
6. Coordinate overall formation/organization of JTF Staff (Task Number 100-06-COS)
- a. Approve/validate staff requirements
 - (1) Establish special staff offices, as required -- Staff Judge Advocate, Provost Marshal, etc.
 - (2) Approve personnel augmentation requirements
 - (3) Approve equipment augmentation requirements
 - (4) Approve communications/connectivity requirements
 - (5) Approve staff transportation requirements
 - (6) Approve liaison requirements
 - (7) Approve Time-Phased Force and Deployment List (TPFDL) input
 - b. Approve/disseminate staff operating policies
 - c. Coordinate operations of JTF liaison
 - (1) Coordinate dispatch of liaison from JTF HQ

- (2) Coordinate reception and operation of liaison to JTF HQ
- d. Form Executive/Flag Secretary section for the administrative support of the command group

Chapter 3

Examples of Joint Task Force IG SOPs

1. **Purpose:** This chapter provides the IG student with two examples of Joint Task Force (JTF) IG Standing Operating Procedures (SOPs) currently in use.

2. **Joint Task Force IG SOPs:** The two JTF IG SOPs reproduced here are currently in use at the Southern European Task Force (SETAF) in Vicenza, Italy, and U.S. European Command (USEUCOM) in Stuttgart, Germany. These two chapters, identified below in two separate sections, serve as examples of how an Army IG can plan ahead and establish responsibilities and procedures for potential deployment as part of a JTF headquarters. The two chapters reproduced here are examples only and not intended to be all inclusive or prescribed solutions.

Section 3-1: Chapter 3 (Inspector General) to Volume 14 (Command Group) of the U.S. Southern European Task Force (SETAF) (Airborne) Joint Task Force Headquarters Joint Standing Operating Procedures (JSOP), dated 20 January 2004.

Section 3-2: Chapter 12 (Inspector General) of European Directive (ED) 55-11, Joint Task Force Headquarters Organization and Standing Operating Procedures.

Section 3-1

U.S. Southern European Task Force JTF IG SOP

1. Purpose: This section provides the IG student with Chapter 3 (Inspector General) to Volume 14 (Command Group) of the U.S. Southern European Task Force (SETAF) (Airborne) Joint Task Force Headquarters Joint Standing Operating Procedures (JSOP), dated 20 January 2004.

CHAPTER 3 (INSPECTOR GENERAL) TO VOLUME 14 (COMMAND GROUP)

1. **PURPOSE:** This section defines the responsibilities, organization, procedures, and general information concerning joint inspector general operations when SETAF stands up as the core of a JTF. The IG is on the COMJTF's personal staff, serving as an extension of the commander's eyes, ears, voice and conscience.

2. **RESPONSIBILITIES:**

A. The JTF IG is responsible to the COMJTF for monitoring, evaluating, assessing, and/or inspecting operational and other areas essential to mission performance, and for assessing the ability of all echelons of the command to accomplish assigned missions.

B. The JTF IG will conduct inquiries, inspections and investigations, as necessary.

C. The JTF IG will provide assistance to all members of the JTF and will refer cases, as appropriate, to the component IGs or commanders.

D. The JTF IG will work JTF member morale and welfare issues, family issues and other issues, as appropriate.

E. The SETAF IG will maintain one IG team (officer, NCO and required

equipment) ready to deploy with the JTF Forward.

F. Upon SETAF's activation as the core of a JTF, the SETAF IG will stand up and man the Joint Inspector General Office, Room 124, Building 1, Longare and/or the designated location in the Joint Operations Center, Building 10, Longare. Depending on the nature of the mission, the JTF IG may provide full time support on site, or through regular site visits.

G. Maintain JTF Sanctuary IG Office with all references and supplies in place for up to two IGs to begin immediate operations.

3. **ORGANIZATION:**

A. General. The JTF IG Office must be tailored to meet the mission, force composition, scope and expected duration of the JTF. The geographic location, political environment and dominate Service should also be considered.

1) The SETAF IG will serve as the JTF IG when the SETAF Commander is designated COMJTF. If another commander is named, the SETAF IG, at the discretion of the SETAF Commander, will serve as the JTF IG until relieved by an IG from the proper command.

2) The JTF IG will develop his staff based on the standing JMD, ED 55-11 and specific mission requirements.

3) The JTF IG will normally deploy with the COMJTF, unless mission duration or forces assigned do not require deployed support. The JTF Sanctuary will be manned on either a full- or part-time basis depending on mission requirements. In either event, the IG rear element will be continually available to support the deployed JTF IG.

B. Augmentation. Both the JTF IG Office and the SETAF IG Office may require augmentation.

1) **JTF IG Office.** Augmentation will be done IAW ED 55-11 and based on mission requirements. The SETAF IG will work closely with the J1 to rapidly define JTF IG requirements.

2) **SETAF IG Office.** In the event the SETAF IG deploys, or is fully committed at the JTF Sanctuary such that he is unable to perform the duties of a detailed IG for the local community, the SETAF IG will require full- or part-time augmentation. U'R IG Office will provide this backfill support upon request, should it be required. This officer is not part of the JTF but provides detailed IG support previously provided to the community by the SETAF IG. This U'R IG augmentee will be incorporated into at least one JTF training exercise a year. Specific

details are covered in the SETAF OIG Internal SOP.

C. Minimum Equipment Requirements.

1) **Transport.** Means of transport for IGs to visit all JTF locations.

2) **Deployment equipment.** The SETAF IG Office will maintain a footlocker with all required references and supplies needed to establish a field IG site. See SETAF OIG Internal SOP for packing list.

3) **JTF Sanctuary.** The SETAF IG Office will maintain furnishings, telephone and SIPR/NIPR computer hook ups, and supplies sufficient to execute the full range of IG operations in Room 124, Building 1, Longare. IGMET will be available at the SETAF IG Office. IG augmentees must bring their own automation and all required TA-50 or mission specific equipment. The JTF IG Office in the Sanctuary will have in an operational condition:

- a) 2 SIPR and 2 NIPR connections
- b) 3 telephone connections
- c) 2 STU III telephones
- d) 1 fax machine with telephone
- e) 1 shredder
- f) 1 four drawer filing cabinet
- g) 2 two drawer filing cabinets
- h) 2 desks
- i) 4 chairs
- j) 1 dry eraser board
- k) 1 trash can

- l) Miscellaneous office supplies
- m) JTF, SETAF and local telephone rosters
- n) Applicable references (See SETAF OIG Internal SOP)

4. PROCEDURES AND GENERAL INFORMATION:

A. General. The JTF IG will be primarily concerned with operational matters; however, at the direction of the JTF Commander, the IG may inspect any matter within the scope of the commander's authority. IG procedures in JTF operations remain the same as those in peacetime and those specific procedures outlined in Chapter 12, ED 55-11. Service matters that do not affect the joint force will fall within the responsibility of that specific branch of Service.

B. The JTF IG will be present and involved during all phases of the operation and maintain situational awareness through involvement in planning, participation in battle update briefs and other informational and decision briefings.

C. The JTF IG will regularly update its list of recommended inspections. With the consent of the COMJTF, the IG will immediately share inspection results in an effort to rapidly correct any noted deficiencies.

D. Typical JTF IG actions in addition to the above will include assessing and reporting on:

- 1) Operational readiness. Joint planning and conduct of operations, readiness reporting, force protection, communications, and discipline of forces.
- 2) Resources. Equipment and personnel appropriate for the mission, sufficiency of administration and logistics.
- 3) Morale and welfare.
- 4) Fraud, waste and abuse.
- 5) Other duties as assigned by the COMJTF.

E. POC list for component IGs is below. If units are added from outside of EUCCOM, the JTF IG will update this list.

- 1) USEUCOM IG: DSN 430-5556
- 2) USAREUR IG: DSN 370-8767
- 3) USAFE IG: DSN 480-6574
- 4) NAVFAC IG: DSN 235-4488

Section 3-2

U.S. European Command JTF IG SOP

1. **Purpose:** This section provides the IG student with Chapter 12 (Inspector General) of European Directive (ED) 55-11, Joint Task Force Headquarters Organization and Standing Operating Procedures.

Chapter 12

INSPECTOR GENERAL

1. **Purpose** This chapter will outline the responsibilities, organization, procedures, essential references, and general information pertaining to Inspector General (IG) functions in support of Joint Task Force operations.
2. **Responsibilities**
 - a. The IG is responsible to the commander for monitoring, evaluating, assessing, and/or inspecting operational and other areas essential to mission performance, and for assessing the ability of all echelons of the command to accomplish assigned missions.
 - b. The IG will be principally concerned with operational matters; however, at the direction of the JTF Commander, the IG may inspect any matter within the scope of the commander's authority.
 - c. The IG will provide assistance to all members of the JTF. The IG will refer cases as appropriate to the component IGs.
 - d. The component establishing a JTF is responsible for providing IG support to the JTF. The component IG may provide support on site, from the component headquarters or through a combination of regular site visits and reachback support. If the nature of the JTF warrants, an IG may be assigned to the JTF to provide IG support. In either case, the IG providing support will maintain points of contact with IGs at each USEUCOM component command to facilitate referring assistance cases that are service-specific. If an IG is not present with the JTF, the component IG will ensure that information is displayed in the JTF location on how to contact the HQ USEUCOM IG, USAREUR IG, USAFE IG, NAVEUR IG and the DoDIG Hotline.
 - e. The IG responsible for the JTF will serve as the point of contact for coordination with the HQ USEUCOM IG, to include coordination relevant to assessment of the JTF under the provisions of USCINCEUR Policy Letter 99-01, *USEUCOM Guidance on Review of On-Going Operations in Theater*, 16 May 1999.
3. **Organization**
 - a. General. The IG office of a JTF headquarters should be tailored to suit the mission, size, scope, and expected duration of the JTF. Other factors that must be considered are the geographic location, dominant service, and political environment. The following general guidelines should be considered:
 - 1) The JTF IG should be a field grade officer (O-4 or above) with grade directly linked to the level of JTF employed, e.g., 2-star JTF = O-4/O-5 IG, 3-star JTF = O-5/O-6 IG, and for a four-star JTF HQ, the IG should doctrinally be an O-6 officer.

- 2) To be effective, the IG must work for and have access to the Commander and all elements and activities within the command.
- 3) The IG office must draw on augmentees to gain the functional expertise needed for inspection teams.

b. **JTF IG Minimum Personnel Requirements.** If the JTF maintains an IG function on-site, the minimum recommended office would include the IG (O4 or above) and an E7 assistant.

c. **JTF IG Minimum Equipment Requirements**

- 1) Means of transportation to visit all JTF locations.
- 2) Unclassified phone and fax.
- 3) Computer system with software compatible with systems in use by the JTF

4. Procedures

a. The JTF IG is principally concerned with operational matters and compliance with policies and procedures at the JTF level. The JTF IG will avoid dealing with matters of a single-service origin that do not affect the joint force and that fall within the responsibility and authority of service channels.

b. The JTF IG will prepare an activity plan for approval by the CJTF. The activity plan will show inspections, assistance visits, and any activity directed by the CJTF.

c. The JTF IG will ensure that IGs of subordinate units establish contact upon assignment or arrival in the AO. The JTF IG will provide technical guidance to subordinate unit IGs.

5. Essential References

a. **Critical Publications.**

- 1) DOD Directive 5106.4, *Inspectors General of the Unified and Specified Combatant Commands.*
- 2) HQ USEUCOM Directive 125-4, *The EUCOM Inspector General*
- 3) AR 1-201, 17 May 93, *Army Inspection Policy*
- 4) AR 20-1, 16 Apr 01 *Inspector General Activities and Procedures*
- 5) USCINCEUR Policy Letter 99-01, *USEUCOM Guidance on Review of On-Going Operations in Theater*, 16 May 1999
- 6) AFI 90-201, 26 Oct 00, *Inspector General Activities*
- 7) AFI 90-301, 30 Jan 01, *Inspector General Complaints*
- 8) SECNAVINST 5430.57 F, *Inspector General Missions and Functions*

b. Essential POC's/Phone #'s

- 1) HQ USEUCOM IG: DSN 430-5556
- 2) USAREUR IG: DSN 370-8767
- 3) USAFE IG: DSN 480-6574
- 4) NAVEUR IG: DSN 235-4488

6. General Information

a. The JTF IG may be required to be present for all phases—establishment, pre-deployment, deployment, post-deployment, and disestablishment, or the IG may be required for only one or two phases depending on mission, etc. The requirement for the presence of the IG is a CJTF decision.

b. Typical JTF IG actions include assessing and reporting to the CJTF on the following:

- 1) **Mission:** Orders, documents, and agreements; mission clarity, mission rules for ENDEX or extraction, and mission creep.
- 2) **Resources:** Equipment and manpower appropriate to mission(s) and sufficiency of administration, support, and logistics.
- 3) **Combat Readiness:** Joint planning and conduct of operations, joint doctrine, readiness reporting, OPSEC, intelligence oversight, communications, and the discipline of assigned and attached personnel.
- 4) **Welfare and morale** of assigned and attached personnel.
- 5) **Fraud, waste and abuse.**
- 6) **Other duties as specified by CJTF.**

Chapter 4

USCINCEUR Policy Letter Number 99-01

1. **Purpose:** This chapter provides the IG student with a copy of the U.S. Commander-in-Chief, Europe (USCINCEUR), Policy Letter Number 99-01.

2. **Joint Task Force Assessment Guidance:** The policy letter reproduced here is still in effect in the U.S. European Command and is an example of how a Combatant Commander, in this case also serving at the Supreme Allied Commander of Europe (SACEUR), can provide guidance on conducting assessments or evaluations of JTFs that are in existence longer than 120 days. The guidance captured in this policy letter is worthy of consideration for all IGs who may serve on the staff of a JTF commander or who may support another Joint command. The message here is that inspections and assessments are essential to the continued viability and readiness of standing JTFs, which may rotate units in and out of the Area of Operations on a routine basis. Inspections can serve as the readiness check that a JTF commander needs to ensure that systemic issues are addressed and standards are met.



HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
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ECCC

16 May 1999

MEMORANDUM FOR USEUCOM STAFF AND COMPONENTS

SUBJECT: USCINCEUR Policy Letter Number 99-01 (USEUCOM Guidance on Review of On-Going Operations in Theater)

1. References:

- a. Joint Publication 0-2, Unified Action Armed Forces (UNNAF).
- b. European Directive 55-11, Joint Task Force Headquarters Organization and Standing Operating Procedures.
- c. European Directive 125-4, Mission, Function, and Inspection Procedures for the USEUCOM Inspector General.
- d. SM 125-2, Command Inspection Program.

2. This memorandum establishes policy and procedures for the conduct of periodic operational assessments of JTFs/CTFs assigned to or under the operational control (OPCON) of USCINCEUR.

3. Within European Command, joint and combined task forces (JTF/CTF) are the preferred way to conduct joint and multi-national operations. These JTFs and CTFs are organized and activated to accomplish specific missions that we project to be of limited duration. When such operations exist over an extended period of time, they are subject to evolutionary changes and may assume a semi-permanent status. The changes that occur are the result of perceived or real changes in threat, resources, and mission.

4. To ensure that the mission, guidance, and operating procedures of longer-term task forces are current and appropriate, periodic operational assessments are required. Reference (a) places the responsibility for mission accomplishment upon commanders of the Unified Commands. This responsibility requires CINCs to establish and maintain a system for evaluating the forces under their combatant command or operational control.

5. The assessment program's intent is to determine whether USEUCOM policies and guidance concerning the task force require revision in light of changing conditions affecting the task force. The end state of each operational assessment is a healthier, more capable task force operating

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under policies and procedures that are relevant to and specifically address the unique character of its operational environment. In accomplishing the above, the following guidance applies:

a. A USCINCEUR-directed operational assessment will be conducted of each JTF/CTF (or other operation as directed) assigned or OPCON to USCINCEUR not later than 120 days after the task force assumes control of operations, that is, after receipt by the JTF of the execute order. Periodic re-assessments will be conducted every 12-18 months or as directed by USCINCEUR. Assessments will be conducted under the direction of the DCINC and will be coordinated with all affected major subordinate commands. The assessment team will, as a minimum:

- (1) Review the originally stated U. S. objectives.
- (2) Examine the evolution of the mission.
- (4) Assess the clarity of guidance from CJCS, HQ USEUCOM and HQ JTF/CTF.
- (5) Determine if command and control relationships, policies and procedures adequately address the current mission.
- (6) Assess whether the rules of engagement (ROE) and protective measures adequately address the operational and force protection requirements.
- (7) Provide recommendations to USCINCEUR.
- (8) Assess the composition of the JTF to ensure billets are classified correctly and that the JTF is manned appropriately to best meet the requirements of the mission.

b. Team Composition: The team will:

- (1) Possess the expertise to assess each task force function.
- (2) Evaluate major systems involved in performance of the task force.
- (3) Represent every component/service assigned to the JTF. Other team members may be required by the team chief to address the expertise and component requirements and provide the administrative support necessary to conduct the assessment. The specific mission and organization of each task force will dictate team composition. As a planning baseline, the team will include the following personnel.

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Position	Provided by
Team Chief	ECIG
Deputy Team Chief	ECIG
Manpower/personnel representative	ECJ1
Intelligence representative	ECJ2
Operations representative	ECJ3
Logistics representative	ECJ4
Plans/policy representative	ECJ5
C4I representative	ECJ6
Comptroller representative	ECCM
Legal representative	ECJA
Surgeon representative	ECMD
Public affairs representative	BCPA
Security matters representative	BCSM
Chaplain Representative	ECCH
Senior Enlisted Representative (grade E-9)	ECSE
Team Executive Officer	ECIG

(4) Directorate and staff agencies may fulfill JTF assessment team taskings through the use of a component-provided subject matter expert.

c. Methodology. ECIG will host a series of pre-departure team meetings to ensure the activities of the assessment team are fully coordinated with the task force. These meetings will also cover the team member training and assessment preparation described in greater detail in reference (d). While every assessment will be tailored to fit the particular needs of the task force and its operational environment, assessments will generally include:

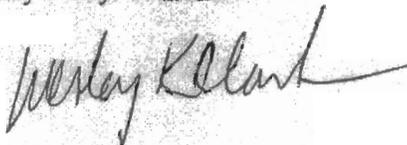
- (1) Interviews with key staff and forward-deployed commanders.
- (2) A review of operative CJCS, USEUCOM, and JTF/CTF directives.
- (3) Observation of the task force conduct of operations (to include all major weapon systems).
- (4) Visits to forward locations where significant task force elements are deployed.

d. Reporting. The team will outbrief the task force commander or the commander's representative prior to departure. In most cases, the Team Chief will require completion of a draft written report prior to departing the task force location. In support, each member of the team will provide, prior to the outbrief of the task force:

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- (1) A written assessment of findings.
 - (2) Identification of problem areas.
 - (3) Recommendations for changes to task force and EUCOM operations and directives.
 - (4) Recommended timeline and focus for a follow-on assessment.
6. This concept for periodic joint operational assessments will be incorporated into references (b), (c) and (d).
7. ECIG will review this letter for currency every 12 months.



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General, U.S. Army