HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400, BOX 1000
APO AE 09128

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

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.

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	ECPA
Security matters representative	ECSM
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:

(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.

Wesley K Clark

WESLEY K. CLARK
General, U.S. Army