

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

DIRECTIVE
NUMBER 125-4

14 December 1998

INSPECTION

Mission, Function, and Inspection
Procedures of the USEUCOM Inspector General

1. **Summary.** This directive prescribes the mission, functions, and inspection procedures of the Office of the Inspector General, Headquarters, United States European Command. The directive applies to all HQ USEUCOM directorates/staff offices, component commands, and activities reporting directly to HQ USEUCOM.

*2. **Applicability.** USEUCOM Directive (ED) 125-4 establishes basic inspection policy, procedures, and responsibilities for the Office of the Inspector General as well as for the inspected units within the command (i.e., the component commands, Security Assistance Offices (SAO), Offices of Defense Cooperation (ODC), Joint Contact Team Program, the George C. Marshall Center for European Studies, the Joint Analysis Center (JAC) RAF Molesworth, UK, the USEUCOM Flight Detachment, the NATO School) and other agencies as directed by USCINCEUR and as dictated by applicable agreements (e.g., the European Stars and Stripes (ES&S)).

*3. **Internal Control Systems.** This Directive contains no internal control provisions and is not subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.

*4. **Suggested Improvements.** The proponent for this Directive is the Inspector General. Suggested improvements should be forwarded to HQ USEUCOM/ECIG, Unit 30400, Box 1000, APO AE 09128.

*5. **References.** See Annex A.

*6. **Explanation of Terms.**

a. Inspection. Checking or testing of a program, project, unit, exercise or operation to determine mission effectiveness based on compliance against established standards. Note: The terms inspection, evaluation, and assessment are used interchangeably.

b. Follow-Up Inspection. An ECIG unit-level assessment of a directorate's assistance/assessment efforts conducted separately from the directorate assessment team's visit.

This Directive supersedes ED 125-4, dated 5 March 1996.

Follow-up inspections are shorter in duration than full inspections and represent a broad, though less deep inspection focus.

c. **Over-The-Shoulder Inspection.** An ECIG on-the-spot assessment of a directorate's or component's inspection team, its procedures, and its effectiveness.

d. **Full Inspection.** A formal CINC's Command Inspection Program visit in which a wide and deep unit assessment is conducted.

*7. **Mission.** The mission of the USEUCOM Inspector General is to assist USCINCEUR in maintaining effective command and control, high standards of joint operational readiness, and effective Operations Security (OPSEC).

*8. **Functions and Responsibilities.** ECIG completes this mission by providing reports and evaluations on matters relating to these functions; by conducting inspections and investigations as directed by USCINCEUR or higher authority; and by processing complaints, allegations, and requests for assistance IAW reference d. Specifically, the Inspector General will:

a. Advise USCINCEUR, through the DCINC, on matters relating to command and control, joint operational readiness, and OPSEC within the command.

*b. Coordinate necessary USEUCOM Inspector General activities and matters with component command Inspectors General. USEUCOM Inspector General inspections will avoid duplication of the component command's inspection efforts.

*c. Assess the effectiveness of HQ USEUCOM staff assessments and assistance programs to ensure these efforts contribute to maintaining effective command and control and high standards of operational readiness.

*d. Inspect those activities reporting directly to HQ USEUCOM, including, but not limited to, Security Assistance Organizations, Joint Contact Team Programs (e.g., Military Liaison Teams), the George C. Marshall European Center for Security Studies, the Joint Analysis Center (JAC), RAF Molesworth, UK, the NATO School and the USEUCOM Flight Detachment (EFD). Inspect and assess agencies and activities as directed by the CINC and as stipulated in applicable agreements (e.g., the European Stars and Stripes (ES&S).

e. Perform over-the-shoulder evaluations of component command inspections of NSNFC3 sites and over-the-shoulder inspections of component command nuclear surety inspections.

*f. Perform over-the-shoulder evaluations of assessments of component command emergency action cells.

g. Inspect HQ USEUCOM intelligence activity oversight programs and provide quarterly reports to the Joint Staff.

h. Prepare a master inspection schedule annually for approval by the DCINC for USCINCEUR.

i. Report inspection and investigation results to DCINC; recommend actions to correct deficiencies revealed; identify appropriate agencies/commands for corrective action; and monitor corrective actions in conjunction with HQ USEUCOM staff directorates or agencies having functional responsibility.

j. Receive, process, and resolve requests for assistance and provide the DCINC quarterly reports of assistance rendered and assessment of command climate.

*k. As directed by the DCINC and in coordination with ECJ3-EX, assess the effectiveness of joint training and exercises.

l. Review and investigate complaints received from the Defense Hotline in accordance with DoD Directive 7050.1.

m. Serve as USEUCOM's OPR for DoD IG visits, correspondence, and inquiries.

n. Conduct other inspections/investigations and perform other inspector general duties as may be assigned by the DCINC/CINCEUR.

***9. Inspection Method, Areas, Frequency, and General Focus.**

*a. Inspections may take several forms. ECIG Inspectors General may:

* (1) Conduct an over-the-shoulder evaluation of a directorate or component command team conducting an assessment or assistance visit.

* (2) Conduct a follow-up inspection at a date following a directorate's assessment/assistance visit.

* (3) Conduct a full inspection of a unit. Conduct of a full inspection will normally be in lieu of the directorate's scheduled inspection.

*b. The method of inspection will be coordinated with the responsible directorate.

*c. ECIG, as requested, may augment an existing HQ USEUCOM directorate assessment team. As an augmentee, the ECIG Inspector General will:

* (1) Function as a subject matter expert to the assessment team augmented.

*(2) Provide assessment inputs, as instructed, to the responsible assessment team chief.

*(3) Observe assessment team operation and materials used for inclusion in subsequent HQ USEUCOM assessment reports submitted to the DCINC. A specific, individual ECIG report will not be generated as the result of being an assessment team augmentee.

*d. ECIG Inspection Guides. The current and applicable edition of reference j. will be used as a baseline by the inspection team, but should not be considered all-inclusive. As changes occur in policy and regulatory guidance, reference j. will change accordingly. However, the current reference j. may not be fully up-to-date. For this reason, inspected units must stay abreast of policy and regulatory guidance, as that forms the inspection teams' standards.

e. Security Assistance Organizations (SAO).

*(1) SAOs will be randomly inspected at irregular intervals following completion of the ECJ4 Staff Assistance and Compliance (SAC) Program assessment. A minimum of two SAOs per quarter will be inspected using one of the inspection/assessment modes detailed in paragraph 9a.

*(2) The inspection purpose will be to assess the effectiveness of the SAC in measuring SAO operational and administrative effectiveness. Mission areas inspected will include, but will not be limited to, Foreign Military Sales, Military Assistance Programs, Arms Export Control, and training management. Mission support inspection areas include plans and policy, budget and finance, logistics, transportation, security matters, administration, manpower, legal, and selected command interest items.

*(3) ECIG will inspect SAO Russia on a 24-30 month cycle. Authority for this inspection is Chairman, Joint Chiefs of Staff Instruction 3112-01 (reference l.). A copy of the inspection report will be forwarded to JCS for action as required.

*f. Joint Contact Team Program (JCTP).

(1) ECIG assessment of the JCTP, in its support of Military Liaison Teams (MLTs), will center on key JCTP elements. The inspection will focus on annual (i.e., once a year) assessments of the following:

- (a) Effectiveness of JCTP staff assistance visits to MLTs.
- (b) Effectiveness of JTCP assessments of MLTs.
- (c) Effectiveness of MLT execution of Traveling Contact Team events.
- (d) Effectiveness of execution of familiarization events.

(2) In addition, ECIG will annually review the effectiveness of the JCTP training program.

(3) Inspections will normally take the form of an over-the-shoulder inspection of the JCTP team conducting the assistance or assessment visit. ECIG may independently assess the effectiveness of the JCTP Assessment Team in measuring MLT effectiveness through a random sampling of unit programs. Such an inspection would normally take place following the conduct of a staff assistance visit and would focus on plans and policy, budget and finance, logistics, transportation, security matters, administration, manpower, legal, quality of life and selected command interest items.

*g. European Stars and Stripes (ES&S). ECIG inspection and assistance support to ES&S is governed by reference j.

(1) ES&S will be inspected at intervals of 24 to 30 months.

(2) Inspection focus will be on mission, administration, personnel management, logistics, training, information security, resource management, physical security, legal matters, and selected command interest items.

h. Joint Exercises.

* (1) The number and conduct of joint exercise evaluations will be dictated by the DCINC.

(2) The focus of evaluations will be on the readiness of U.S. forces to operate in a joint/combined environment. Key areas of interest will include:

(a) Operational command and control procedures.

(b) Command and control communications.

(c) Compliance with doctrine(s) approved by CJCS for joint operations and for use in combined operations.

(d) Coordination of the forces of two or more services to accomplish an assigned mission.

(e) Provisions for and effectiveness of operations security (OPSEC) in joint operations.

(f) Adequacy of communications security (COMSEC) programs for joint operations.

(g) Ability of U.S. Forces to deploy to a forward operating location and transition to combat effectiveness.

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i. USEUCOM Flight Detachment (ECJ3-FO).

(1) ECJ3-AV will be inspected at intervals of 24 to 30 months.

(2) Inspection focus will be on mission, administration, operations, physical security, and resource management.

j. George C. Marshall European Center for Security Studies, Garmisch, Germany.

(1) The Marshall Center will be inspected at intervals of 24 to 30 months.

(2) Inspection focus will be on mission, strategic planning, command relationships, administration, civilian and military manpower/personnel, information and physical security, logistics, supply, contracting, communications, ADP, resource management, protocol, internal controls, public affairs, and legal matters. Every effort will be made to coordinate a simultaneous USAREUR IG inspection of the Garmisch support services.

k. The HQ USEUCOM Joint Analysis Center (JAC), RAF Molesworth, United Kingdom.

(1) The JAC will be inspected at intervals of 24 to 30 months.

(2) Inspection focus will be on mission, command relationships, JAC intelligence oversight programs, administration, civilian and military manpower/personnel, information and physical security, reserve affairs, logistics, resource management, supply, contract management, and communications.

l. Non-Strategic Nuclear Forces Command, Control, and Communications Systems (NSNFC3).

*(1) Conduct a minimum of three inspections per year of NSNFC3.

*(2) Inspection focus will be on the effectiveness of component inspection programs in evaluating command and control, nuclear surety, systems operation, and reliability of communications as well as OPSEC.

(3) These inspections will be over-the-shoulder evaluations of inspections conducted by the component commands and others.

*m. Component Command Emergency Action Cells (EAC).

*(1) Conduct a minimum of one inspection of component command EACs per year.

*(2) These inspections will be over-the-shoulder inspections of inspections conducted by HQ EUCOM, and will focus on the effectiveness of the HQ EUCOM inspection.

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n. Intelligence Oversight.

(1) HQ USEUCOM intelligence activities will be inspected at 18 to 24 month intervals.

*(2) Focus of the inspection will be on the intelligence oversight training program and procedures for reporting questionable activities as defined in references c., d., and h.

*o. NATO School.

*(1) The NATO School will be inspected at intervals of 24-30 months.

*(2) The inspection focus will be on mission, administration, operations, security, and resource management. Inspection focus will be limited to US-related activities and operations.

10. Inspection Procedures.

*a. Inspection Scheduling. In June of each year, the Inspector General's annual master schedule is developed and coordinated within the HQ USEUCOM staff as well as with the commands/activities that are affected. The schedule covers the next fiscal year. The schedule is developed, approved, published, and submitted to CJCS prior to the start of each fiscal year.

*b. Inspection Notification. The publication and distribution of the approved annual master command inspection schedule serves as the initial notification of inspections to USEUCOM commands and activities. As detailed in paragraphs 7c and d, ECIG will assess the effectiveness of the SAC and JCTP. ECIG will notify ECJ4 and ECJ5 one quarter prior to the conduct of the scheduled SAO/MLT assessment/assistance visit. Approximately 60 days prior to a scheduled inspection the inspected unit will be renotified by message from the USEUCOM Inspector General. Commands/activities will report to USEUCOM Inspector General any factors that may preclude or interfere with the conduct of a scheduled inspection. Notification of the upcoming inspection will also be made to HQ USEUCOM staff elements in order to solicit comments and information to assist in the inspection process.

*c. Inspection Team Composition.

(1) ECIG inspection teams will normally be comprised wholly of ECIG Inspectors General. For NSNFC3 Over-The-Shoulder Inspections, the team may be augmented by, or comprised wholly of, nuclear surety experts from ECJ5-N/CP, upon mutual agreement of ECIG and ECJ5-N/CP Division Chief.

(2) ECIG will provide augmentation, as required and requested, to directorate/component joint training and exercise assessments, joint task force assessments, and SAC and JCTP assessment teams.

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(3) Inspection team size will vary depending upon the size of the assessment team/unit assessed. In general, over-the-shoulder inspections will be conducted by a single inspector general. Follow-up inspections will be conducted by two inspectors general. Full inspection teams will vary and range from two to four inspectors general.

*d. Inspection Process. The ECIG inspection process is separated into three phases: Pre-Inspection, Inspection Execution, and Post Inspection.

*(1) Pre-Inspection Phase. The pre-inspection phase and accompanying procedures will vary and be dictated by the type of inspection (e.g., over-the-shoulder, augmentation, follow-up, or full inspection). The objective of this phase is to establish and coordinate inspection team composition, quarters, facilities, transportation requirements, country clearance, site access and security clearances with the command or activity to be inspected. These actions will normally be accomplished approximately 30 days before the inspection date. In case of joint exercise evaluations and specially directed inspections, the above time frames may be altered.

*(2) Inspection Execution Phase. The execution phase and procedures will similarly vary depending on the type of inspection conducted. Specific objectives of the phase are:

(a) Receive inbrief from the inspected unit. This briefing, of one-hour duration or less, should focus on missions, functions, and other pertinent matters, and should include information on the inspected unit's operational conditions.

(b) Meet with key personnel (e.g., ambassador, members of the country team, and host nation Ministry of Defense representatives) as coordinated by the inspected unit/activity.

*(c) Review necessary documentation and conduct face-to-face discussions with unit/agency points of contact.

*(3). Post-Inspection Phase. The objective of this phase is to fully document the inspection effort. The Inspector General will prepare an Executive Summary, which will be forwarded to the DCINC for approval. The Executive Summary package will contain the following:

(a) Staff Summary Routing Sheet.

(b) DCINC's Endorsement.

(c) Report (enclosure 1 to DCINC's Endorsement).

(d) CoS tasking memorandum, if applicable.

*e. Inspection Follow-up.

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(1) Corrective Action Reports (CAR) for all identified findings are required to be completed and forwarded no later than 90 days after the inspection. An example is provided in Annex B. If corrective action has not been completed at the time the CAR is forwarded, a brief description of action(s) in progress and an estimated completion date will be provided. Upon completion of corrective actions, a close-out CAR will be provided.

(2) CARs submitted by the inspected command/activities will be distributed by the Inspector General to appropriate HQ USEUCOM Directors/Office Chiefs for review. Follow-up actions by the HQ USEUCOM staff office of primary responsibility should be coordinated directly with the inspected command/ activity. The Inspector General will be furnished an information copy of messages and/or correspondence concerning additional actions taken by the command/activity. HQ USEUCOM Directors/Office Chiefs will reply to the Inspector General, commenting on the adequacy of corrective action taken by the organizations. An example reply format and endorsement are contained in Annex C.

f. Close-out. Completed corrective actions will be verified during the next inspection of the command/activity.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A. CANAVAN
Lieutenant General, USA
Chief of Staff

SUSAN M. MEYER
LTC, USA
Adjutant General

DISTRIBUTION:

P

APPENDIX A – References
APPENDIX B – Corrective Action Report Format
APPENDIX C – Corrective Action Report Endorsement

Appendix A

References

- a. DoD Directive 5106.4, Inspectors General (IGs) of the Unified and Specified Combatant Commands.
- b. DoD Directive 5132.3, DoD Policy and Responsibilities Relating to Security Assistance.
- *c. DoD Directive 5240.1, DoD Intelligence Activities
- d. AR 1-201, Army Inspection Policy.
- e. AR 20-1, U.S. Army Inspector General.
- f. ED 90-6, Administration of Security Assistance Organizations.
- g. ED 125-1, Theater Non-Strategic Nuclear Force Command, Control, and Communications Systems (NSNFC3S) and Nuclear Surety/Security Inspection Programs.
- *h. SM 125-2, Command Inspection Program.
- i. SM 125-1, Oversight of Intelligence Activities.
- *j. HQ USEUCOM, Office of the Inspector General Inspection Guides.
- *k. Stars & Stripes-HQ USEUCOM Memorandum of Agreement for Inspector General Support to European Stars and Stripes.
- *l. Chairman, Joint Chiefs of Staff Instruction 3112-01

Appendix B

Corrective Action Report (CAR) Format

1. Finding Number:
2. Title:
3. Finding:
4. Corrective Action(s): (Indicate whether completed/in progress)
5. Estimated Completion Date: (If corrective action(s) not complete)
6. Date Corrective Action Response Written:
7. Inspected Agency POC: (Rank, Name, Office Symbol, DSN or Commercial Telephone Number)

Appendix C

Corrective Action Report Endorsement

ECXX (ECIG/XX Month 199X)(20-1a) 1st End Lt Col Burleson/db/430-5290
SUBJECT: USEUCOM Inspector General Command Inspection of xxxxxxxxxxxxxxxxxxxx,
xx-xx Month, 199X

Director/Deputy Director ECJX, U.S. European Command, Unit 30400 APO AE 09128

FOR Inspector General, U.S. European Command, Unit 30400, APO AE 09128

I approve the enclosed corrective action report. The finding should be (closed/remain open as appropriate).

X Encl

XXXXXXXXXX X. XXXXXXXX
XXXXXXXX, XXX
Director/Deputy Director