

162d IN BDE  
Security Force Assistance Battalion  
Program of Instruction

## Course Objective

Understand your role as Foreign Security Forces Advisors to *train, advise, and assist* Afghan National Security Forces (ANSF). Advisors understand that ANSF must principally, provide security for the population, facilitate effective governance, assist in the provision of basic services, and uphold the rule of law in order to prevent subversion, lawlessness, and insurgency, and address drivers of conflict and instability.

## Course Overview

Advisor Academy (8 days) designed to:

- Provide you with the tools and knowledge to become successful Advisors.
- Provide an understanding of the asymmetric environment in which we operate.
- Course will challenge your biases and prejudices.
- Interactive-Discussion-Key Leader Engagements.
- Progressive daily practical simulations designed to develop Critical Thinking skills.
- Instruction delivered in an Adult Learning Environment

“The current and more extensive national security demands for such efforts to require conventional forces of all Services be prepared to contribute to establishing and training local security forces.”  
(FM 3-24, paragraph 2-20)

“As the responsible drawdown of the US military presence proceeds, US forces will continue to play important roles advising, training, and supporting Partner Nation forces”  
(Quadrennial Defense Review Report, 2010)

“Prevailing in this conflict also requires focused attention on increasing the ability of US forces to train and partner, especially in combat, with Afghan army and police forces.”  
(Quadrennial Defense Review Report, 2010)

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**Welcome Brief**

Duration: 1 hour  
Delivery: Lecture  
Media: Power Point

Description:

This presentation provides the students with an overview of the course, general administrative procedures and life support arrangements of Tigerland

**Campaign Overview**

Duration: 0.5 hour  
Delivery: Lecture  
Media: Power Point

Description:

This is a Classified "Secret" Brief provided by CENTCOM that provides an overview of the current campaign plan for 2012-2015.

**Welcome Academy Overview**

Duration: 1 hour  
Delivery: Lecture / Discussion  
Media: Power Point / Video

Description:

Class begins with 1962 video months before the Cuban Missile Crisis, the Commander in Chief provides a glimpse into the future. These remarks were made recognizable in the formative years of the Nuclear age, following the Cuban Missile Crisis. This is designed to get the students thinking about their affective domain. Lecture /Discussion goes over the basic advising principles, roles and traits of the advisor and the main advisor imperatives. Introduce the traits of an effective advisor and the individual advisor skills necessary to be a successful advisor.

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**Use of Interpreter**

Duration: 1 hour

Delivery: Lecture / Discussion

Media: Power Point / Video

Description:

Advisors gain an understanding of best practices and considerations for the employment and use of Interpreter. Video shows example of using an interpreter poorly. Discussion based on experiences of students using interpreters on prior deployments. Ways to gain loyalty and trust of your interpreters, how to manage and make them a part of the team. Tasks to accomplish before, during and after engagements when interpreters are employed. Lead into next class Engagements.

**Engagements**

Duration: 1 hour

Delivery: Lecture / Discussion

Media: Power Point / Video

Description:

In this section the advisor learns the complex nature of Leader Engagements and the use of some enabling skills discussed in previous classes. Again discussion is focused on the advisor's prior experience. Advisors learn who to target for engagements and how to employ the correct advisor skills. Advisors will gain an understanding of how to effect change in the operational environment with engagement results.

**Afghan Culture & History**

Duration: 1 hour

Delivery: Lecture / Discussion

Media: Power Point

Description:

Instructors for this section are Afghan Nationals with varying degrees of time and contact with the current operational environment in Afghanistan. Advisors learn the History of Afghanistan and how it effects the OE today. Discussion is focused on the important cultural do's and don'ts with an attempt to maintain an unbiased delivery of information.

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**Rapport / Human Behavior**

Duration: 1 hour  
Delivery: Lecture / Discussion  
Media: Power Point

**Description:**

Day 1 classroom instruction comes to an end with this section. Advisors are introduced to Maslow's Hierarchy of needs in addition to the human behavior model. Discussion is focused around the human behavior model and how a better understanding of their Afghan counterparts behavior is intertwined with Maslow's Hierarchy. Advisors are introduced to the Skill of building Rapport and how it can effect the amount of influence the advisor may or may not have. What techniques help to build rapport and the components of rapport.

**Commanders Unit Assessment Tool (CUAT)**

Duration: 1 hour  
Delivery: Lecture / Discussion  
Media: Power Point / CUAT Handout

**Description:**

In this section Advisors are introduced to the commander's unit assessment tool (CUAT). A description of how the CUAT works and it's purpose. The Capability Milestones and their weaknesses are discussed. The characteristics of an effective ANSF are explained along with how the advisor should go about assessing their ANSF. Advisors are given a handout of the current CUAT format in use.

**Analog TOC**

Duration: 1 hour  
Delivery: Lecture / Discussion  
Media: Power Point / Static display

**Description:**

Advisors who are unfamiliar with the analog TOC learn the capabilities and limitations of working with what their ANSF counterparts have available. Discussion is focused on advisors with prior experience and sharing that with the less experienced. Upon completion of the classroom portion the advisors are taken to a static display of an analog TOC.

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**Afghan National Army Familiarization**

Duration: 1 hour  
Delivery: Lecture / Discussion  
Media: Power Point

Description:

Advisors learn the basic structure of the ANSF from MOD down to Kandak level. Students are provided an overview of the manning, equipment and training procedures for the ANSF. In addition the advisors also learn the roles and responsibilities (at echelon) of the ANSF. This provides the advisor a fundamental understanding of the ANSF structure within Afghanistan.

**Influencing & Negotiations**

Duration: 2 hours  
Delivery: Lecture / Discussion  
Media: Power Point

Description:

During this section the advisor will learn the six basic principles of influence. The discussion is focused on how to combine the understanding of the human behavior model with their rapport building skills and how to employ the proper influencing technique when engaging their ANSF counterpart. Advisors learn the two basic styles of negotiation and how to properly identify which style to use and when. Discussed are the cultural aspects and importance of negotiations in Afghanistan. Included are techniques to use when negotiating and some countermeasures to employ when they receive resistance.

**Afghan National Army Planning**

Duration: 1 hour  
Delivery: Lecture / Discussion  
Media: Power Point

Description:

Advisors are given a review of the US Army Military Decision Making Process. Next the advisors are shown the similarities between the ANSF and US Army planning process. The advisors then learn planning process used by the ANSF and how to help their ANSF counterpart better understand this process and use it.

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**Corruption & Ethics**

Duration: 1.5 hours

Delivery: Lecture / Discussion

Media: Power Point

Description:

Advisors learn the cycle of corruption and countermeasures they can employ to combat it. Discussion is focused on the types of corruption the advisor may encounter and how to report it. which leads to the ethical portion of this section. In this section Ethics are the focus of discussion. Here the advisors learn how to identify ethical friction points they may run into during operations in Afghanistan. Advisors gain an understanding of corruption in Afghanistan and it's cultural acceptance. They also walk away with the understanding that ethical decisions will be made and how no two situations or individuals are the same.

**Threat Brief**

Duration: 1.5 hours

Delivery: Lecture / Information Brief

Media: Power Point

Description:

This is a Classified "Secret" Brief. The current Theater, Regional and Operational information is presented by the Brigade S-2.

**Perceptions / Insider Threat**

Duration: 1.5 hours

Delivery: Lecture / Discussion

Media: Power Point

Description:

In this section advisors gain the understanding of the complex concept of perceptions. How the history of Afghanistan coupled with the experiences interacting with previous ISAF / NATO forces has created potential friction points. Here the Insider threat is introduced for discussion. Advisors learn how to Identify those potential friction points and countermeasures they can employ to mitigate the risks associated with such situations.

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**Team Survivability**

Duration: 1 hour  
Delivery: Lecture / Discussion  
Media: Power Point

Description:

Advisors are exposed to the concepts of the Guardian Angel and Alamo Plan as well as evasion planning considerations. Potential risks are identified and countermeasures to combat those risks are discussed. Advisors discuss the "Guardian Angel" protocol and how it may affect engagements with their counterparts. Also included in this section is the incorporation of an "Alamo Plan" into their team SOP.

**Cross Cultural Communication**

Duration: 1.5 hours  
Delivery: Lecture / Discussion  
Media: Power Point

Description:

Advisors are exposed to the concepts of the Guardian Angel and Alamo Plan as well as evasion planning considerations. Potential risks are identified and countermeasures to combat those risks are discussed. Advisors discuss the "Guardian Angel" protocol and how it may affect engagements with their counterparts. Also included in this section is the incorporation of an "Alamo Plan" into their team SOP.

**Judicial, Escalation of Force, ISAF tactical Directives**

Duration: 1.5 hours  
Delivery: Lecture / Discussion  
Media: Power Point

Description:

Advisors are provided an overview of the Classified ISAF tactical Directives, rule of law and the Afghan Legal System, ANA vs ANP authority, ROE and EOF, and formal criminal justice procedures.

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**Islam**

Duration: 1.5 hours  
Delivery: Lecture / Discussion  
Media: Power Point

Description:

Advisors are provided an overview on Islam. Because Islam has great influence on Afghan society, the audience needs to have a basic understanding of Islam. The slides are informational, and are designed to generate questions from the students. The goal is to bring their knowledge and understanding of Islam as practiced in AFG to a level which makes it easy to build rapport and good relationship with their counterpart.

**Best Practices**

**CAAT LL**

**SOF Ops**

Duration: 3 hours  
Delivery: Lecture / Discussion  
Media: Power Point

Description:

A representative from the Joint Center for International Security Force Assistance, provide an overview on best practices for working with the ANSF.

A representative from the COMISAF Advisory and Assistance Team (CAAT) discusses managing relationships among BSO/BSI's, Advisors and the ANSF, heavy emphasis is placed on building relationships and rapport with the ANSF counterpart.

Individuals from or with a SOF background provide an overview on the Afghan Local Police (ALP) Program as well as Village Stability Operations (VSO) in select areas of Afghanistan.

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**References:**

Field Manual (FM) 3-0 Operations

FM 3-07 Stability Operations

FM 3-07.1 Security Forces Assistance

FM 3-07.10 Multi-service Tactics, Techniques and Procedures-Advising

FM 3-24 Counterinsurgency (COIN)

FM 3-24.2 Tactics in Counterinsurgency (COIN)

FM 5-0, Army Planning and Orders Production

FM 3-05.201, Special Forces Foreign Internal Defense

FM 3-05.202, Special Forces Unconventional Warfare

Training Circular (TC) 31-73 Special Forces Advisor Guide, Jul 08

FM 3-05.401, Appendix F

CALL Handbook 04-07 – Interpreter Operations Handbook

Joint Publication (JP) - 1 Doctrine for the Armed Forces of the United States, 14 May 07

JP 1-02 DOD Dictionary of Military and Associated Terms, 12 Apr 01 (as amended through 26 Aug 08)

JP 3-07.1 Joint Tactics, Techniques, and Procedures (JTTPs) for Foreign Internal Defense (FID), 30 Apr 04

Irregular Warfare Joint Operating Concept (IWJOC), Version 1, 11 Sep 07