



- I am LTC Mark Landis commander of 2nd BN 162<sup>nd</sup> Infantry Brigade, from JRTC and Fort Polk.
- My presentation today is based on guidance from COL McKenna, BG Hickman, and GEN Rodriguez . I will:
  - (1) Speak briefly about the 162<sup>nd</sup> Brigade, its inception and role to better explain the need that the Army saw and how they responded to this requirement.
  - (2) Focus on what it takes to be a good advisor, as well as an “advisor unit”, to include key tasks, skills and mindset.
  - (3) Give you the essence of FM 3-07.1 (Security Force Assistance) and the role of advisors not only to those they advise, but to the units that are responsible to and support the SFA mission.
  - (4) And lastly offer a list of the Best Practices for the Advisor and the Brigade based on lessons learned and AARs from multiple units.
  - (5) SFAAT teams already having a positive impact in RC-East.

These items all follow the foundation for training and preparation for Security Force Assistance.



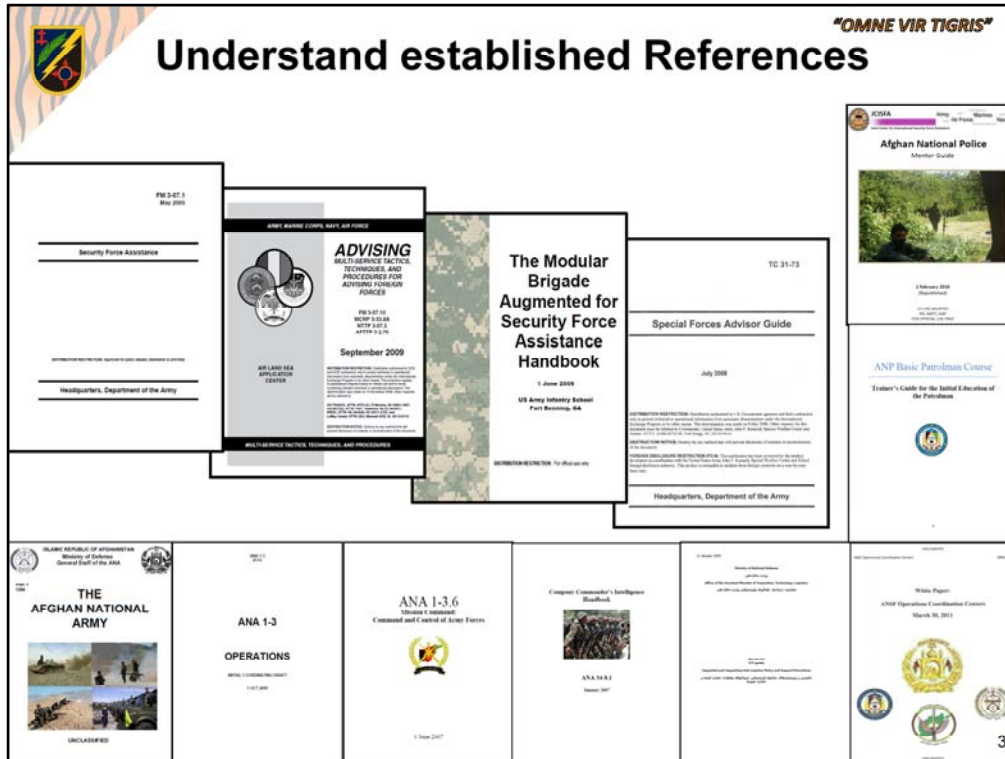
**Agenda**

- **Definitions**
- **Roles and Responsibilities of the Advisor**
- **Best Practices for Advising**
- **Best Practices for SFA BCTs & SFAATs**
- **Security Force Assistance Training for Afghanistan**


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Here is the agenda we will follow.

- First we'll talk definitions, terminology, and a brief review of strategic documents as they apply to Security Force Assistance.
- Then we'll transition to the role of the advisor and discuss advisor core tasks.
- Next, I'll review best practices for Advisors, Security Force Assistance BCTs, and Security Force Assistance Teams based on lessons learned from Afghanistan.
- And finally, I'll talk about training for Afghanistan to provide insight on the SFAT training model.



- Here are many of the references for SFATs and BCTs.
- I want to highlight:
  - FM 3-07.1 (Security Force Assistance), specifically Chapters 7-10 and Appendix A
  - TC 31-73 (Special Forces Advisor Guide)
- Additionally, it is worth mentioning that the JCISFA (Joint Center for International Security Force Assistance) products are great for captains and below.



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## Security Force Assistance

Definition:


Security Force Assistance is the unified action to generate, employ, and sustain local, host-nation or regional security forces in support of a legitimate authority.

- Aim: to establish conditions that support the partner's end state, which includes **legitimate, credible, competent, capable, committed, and confident security forces.**
- SFA spans the spectrum of conflict.
- The U.S. Army uses three methods of Security Force Assistance - augmenting, partnering, and advising

FM 3-07.1, Security Force Assistance

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- What is SFA – In short, SFA is a unified action to develop the capability and capacity of FSF with an ultimate goal to develop security forces that can operate independently and contributes to the legitimate governance.
  - It encompasses organizing, training, equipping, rebuilding , and advising (OTERA) foreign security forces. And it encompasses augmentation, partnering, and advising.
- (1) The NATO Training Mission – Afghanistan (aka NTM-A) addresses strategic and operational level planning. NTM-A has the funding and DOTMILPL responsibility for Afghan National Security Forces. We work closely with NTM-A.
  - (2) 162<sup>nd</sup> is in the business of training advisors to educate and train the ANSF how to employ and sustain their forces at the tactical level.
  - (3) Phase IV Stability operations now; Phase 0 Prevent operations in the future
  - (4) Finally, this brief will focus on two of the three methods of SFA,
    - 1) Advising
    - 2) Partnering



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## Types of SFA Defined

- **Advising, Partnering, Augmenting as Tasks:**
  - **Advising:**  
Advising is the use of influence to teach, coach, and advise while working by, with, and through Foreign Security Forces (FSF). **Advising is the primary type of security force assistance and is the most efficient means of helping a Foreign Security Force to become an effective and legitimate branch of a developing foreign state.**
  - **Partnering:**  
Partnering attaches U.S. units at various levels with foreign units to leverage the strengths of both U.S. and foreign security forces. A partnering unit will share responsibility for a Foreign Security Force's area of operations and support its partner Foreign Security Force's operations.
  - **Augmenting:**  
Augmenting is an arrangement where FSF provide individuals or elements to combine with U.S. units, or U.S. individuals or elements combine with FSF. Augmentation improves the interdependence and interoperability of U.S. and foreign security forces. Augmentation can occur at many levels and in many different forms.

MB-SFA Handbook 2009, 3.1

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- As we progress towards an independent Afghanistan, our focus is shifting from Partnering to Advising.
- There is a difference between Advising and Partnering as annotated in their definitions.
- For some, especially if you are under the age of 30, it is difficult to grasp the difference between advising and partnering.
- Advisor = Coach
  - Getting Others to do it while you participate
- Partner = Player
  - Doing it yourself while allowing others to participate

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## Defining Capability vs. Capacity

- **Capability:**
  - The measure of the ability of an organization to achieve its objectives, especially in relation to its overall mission
- **Capacity:**
  - The specific ability of an organization, measured in both quantity and level of quality, over an extended period

Capacity = Developing Capabilities over Time

**Capabilities Over Time in Afghanistan**

Sustainable capacity

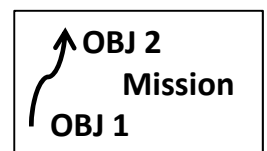
ANSF CAPABILITIES

TIME

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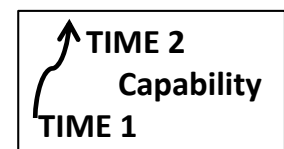
• Capability and Capacity are often used interchangeably. However, they are different by definition.

• When talking about capability, we need to recognize that it is a measure that can be determined by achieving objectives in relation to the mission.



• Capacity, on the other hand, measures the unit's total ability over time.

• Along the timeline for Afghan independence, we are evolving from partnering and advising to advising and assisting as Afghanistan's security forces increase their capabilities en route to sustainable capacity.



• Where we are now in June 2012

• Where we will be in June 2013

• Where we will be on 31 Dec 2014

• Proposed changes to CUAT by V Corps and LTG Terry

○ Mission and METL Assessments

○ CUAT-based capacity building

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## Advisor Skills, Combat Skills, and Security Force Assistance Skills

**"Power of resistance is the product of *total means* and *strength of will*"** Clausewitz

ADVISOR SKILLS	COMBAT SKILLS	SECURITY FORCE ASSISTANCE SKILLS
<ul style="list-style-type: none"> <li>• Roles and Traits of An Advisor</li> <li>• Building Rapport Through Counterpart Engagement               <ul style="list-style-type: none"> <li>– Influencing</li> <li>– Negotiating</li> </ul> </li> <li>• Shared Understanding Through A Cultural Prism</li> <li>• Cross Cultural Leadership               <ul style="list-style-type: none"> <li>– Observe and Assess</li> <li>– Teach and Train</li> <li>– Coach and Mentor</li> <li>– Advise and Assist</li> </ul> </li> <li>• Insider Threat</li> <li>• Use of Interpreter</li> <li>• Culture/Tribe (RC Specific)</li> </ul>	<ul style="list-style-type: none"> <li>• Link to US Enablers               <ul style="list-style-type: none"> <li>– Indirect Fires</li> <li>– Close Combat Attack</li> <li>– Close Air Support</li> <li>– Quick Reaction Force</li> <li>– MEDEVAC</li> </ul> </li> <li>• Link to combined Intel and Operations processes</li> <li>• Information Operations               <div style="text-align: center; margin-top: 10px;"> </div> </li> </ul>	<p>Imparting Knowledge to counterparts to increase strength of will:</p> <ul style="list-style-type: none"> <li>• ANSF Operations:               <ul style="list-style-type: none"> <li>– Mission Command (Confidence)</li> <li>– Planning</li> <li>– Training</li> <li>– Current Operations</li> <li>– Intelligence</li> <li>– Information Operations</li> </ul> </li> <li>• ANSF Sustainment: (Morale)               <ul style="list-style-type: none"> <li>– Personnel</li> <li>– Logistics</li> <li>– Medical</li> </ul> </li> <li>• Theater Campaign Framework</li> <li>• Afghan Systems and Networks</li> <li>• Interagency Partners</li> <li>• Police Roles and Responsibilities</li> </ul>

- First and foremost, when developing a team you select the right people for the job. This absolutely applies to Advisors. And I would add that patience and humility are key traits.
- **Advisor Skills:** Advisor-specific skills fall into two sub categories – enabling skills and developing skills.
  - Enabling Skills include understanding human nature and communicating across cultures, building rapport, influencing and negotiating. Successfully employing these enabling skills will set the conditions for advisors to accomplish with their mission.
  - Developing skills are the main advisor tasks of teaching, coaching and advising. Advisors use these skills to develop the capabilities of the FSF.
- **Combat Skills** focus on use of Enablers like Indirect Fire, CAS, CCA, MEDEVAC, and Quick Reaction.
- **SFA Skills:** Execute human intelligence collection, Information operations to link the security forces to the government and to the population, planning, current operations, and training.
  - Administrative (personnel and pay systems), logistics (to receive food and supplies), and medical (to ensure if they are hurt they receive medical care) systems.
  - Understanding the Reporting Networks: BSO, SFAT, ANSF (vertical and horizontal communication)
  - Confidence, Morale, and Strength of Will to successfully defeat the insurgency
  - Continuously update what we do based on what is happening in theater.





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## **Advisor Roles and Responsibilities**

The core tasks of advisors with respect to ANSF can be divided into the categories of **Observe and Assess, Teach and Train, Coach and Mentor, and Advise and Assist.**

- **Observe and Assess:**
  - Provides both the ANSF and higher HQs with the detailed information and assessment of an ANSF unit's capabilities.
  - Allows the ANSF unit and its leadership see itself and provides a way of measuring and monitoring progress.
- **Teach and Train:**
  - Includes education and training. Methods of teaching can include classroom lectures, seminars, hands-on training, training exercises, and simulations.
  - Without exception, hands-on performance orientated training is the most effective training method when working with the ANSF.

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### **Observe and Assess:**

- As advisors join their security force for the first time, the advisor must quickly assess the unit's capabilities and capacity. (Two weeks and move out.)
- If the FSF did not have a ISAF partner unit, this assessment will require greater research and evaluation.
- A CUAT is a great tool to use for historical data and to make an assessment. With the assessment, the advisor can create his plan to further develop his assigned security force.

### **Teach and Train:**

- Advisors must tailor their teaching methods to the culture, educational levels, and expectations of their FSF unit.
- For example, the literacy rate in an FSF unit is typically low among lower enlisted soldiers. Developing teaching methods and classes that feature visual aids and other hands on presentations will mitigate the disadvantages of illiterate students.
- Advisors should not think of this as a 'dumbing down' of classes because the information being taught is still communicated, and illiteracy does not equal a lack of intelligence.





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## Advisor Roles and Responsibilities

- **Coach and Mentor:**
  - Coaching relies on guiding to bring out and enhance capabilities already present.
  - Coaching refers to the function of helping someone through a set of tasks.
  - The coach helps the ANSF understand their current level of performance and instructs them how to reach the next level of knowledge and skill.
  - Coaching requires identifying short- and long-term goals and devising a plan to achieve those goals.
  - Mentoring is to act as a trusted friend, counselor, or teacher.
  - In the context of an advisory mission, an advisor will provide his counterpart with an honest and candid perspective on numerous issues ranging from internal unit developments to dealings with U.S. partner units.
- **Advise and Assist:**
  - Advise the ANSF to use sustainable ANSF systems.
  - Assist by providing coalition enablers.

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### **Coach:**

- The coach and the person being coached discuss strengths, weaknesses, and courses of action to sustain or improve. (Must use constructive methods.)

- When developing a coaching strategy, advisors must consider the cultural dynamics of their partner FSF unit to find the proper motivational techniques. This is no different than US leader interaction with their subordinates.

### **Mentor:**

- An advisor's 'mentoring' is a function of his relationship with his counterpart and the environment.

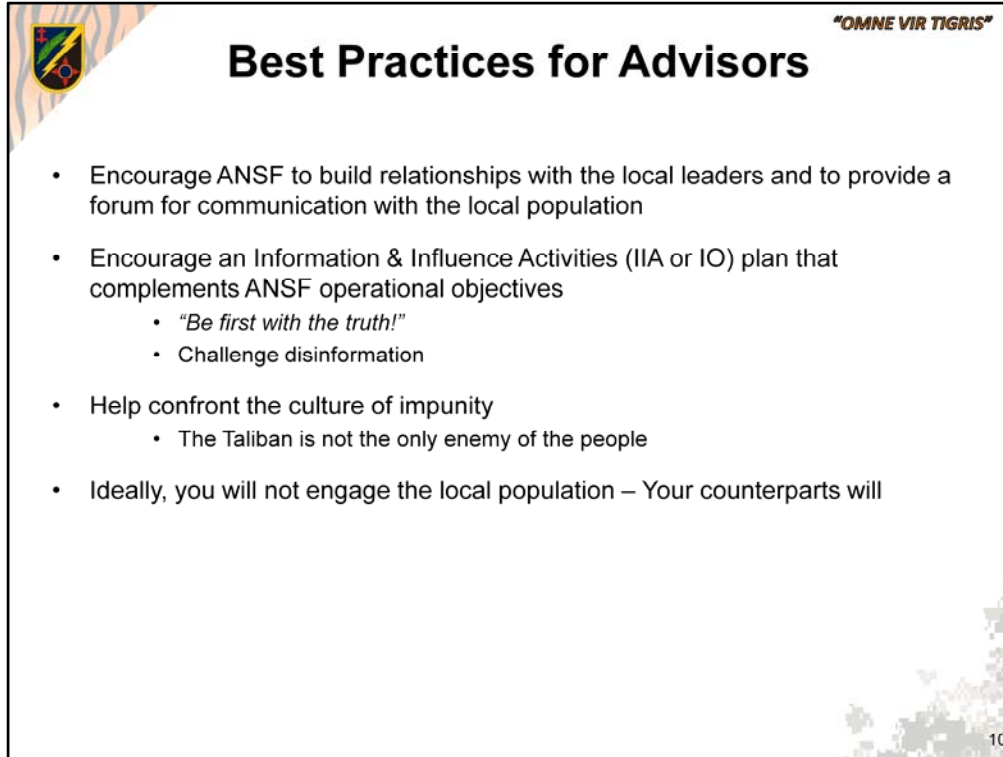
- Often times, an advisor's counterpart outranks him and is older with potentially more combat experience. However, there is a willingness to learn.

- Therefore, an advisor must understand that mentoring can only truly occur when an advisor has a good relationship built on rapport, credibility, and value with his counterpart.

### **Advise and Assist:**

- As an advisor, assistance is provided with the intent of helping the FSF develop the capacity to be self-sufficient within their own resources.

- Assistance may include providing enablers such as intelligence, topographic products, QRF, aviation, logistics and medical evacuation; but remember the endstate is for ANSF to lead.




**Best Practices for Advisors**

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- Encourage ANSF to build relationships with the local leaders and to provide a forum for communication with the local population
- Encourage an Information & Influence Activities (IIA or IO) plan that complements ANSF operational objectives
  - *"Be first with the truth!"*
  - Challenge disinformation
- Help confront the culture of impunity
  - The Taliban is not the only enemy of the people
- Ideally, you will not engage the local population – Your counterparts will

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- The next few slides capture the Best Practices for Advisors based upon lessons learned the hard way in Afghanistan.
- Clausewitz's Triangle.
- Keep in mind, understanding the operational environment is imperative as well as the focus to transition from partnering to advising and letting the Afghans take the lead.
- Successful COIN requires a "whole of government" approach that the Afghans must embrace. We need to take a step back from "front and center" and put the ANSF in the lead in dealing with the local populace.
- The ANSF must connect to the people.



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## **Best Practices for Advisors**

- **Build a Rapport Plan**
  - Begin the planning as early as possible
  - Immerse yourself the ethnicity of the region
  - Acquire specific information on the unit and mission
  - Enter the relationship on equal bases
  - Initial priorities include building interpersonal relationships (trust) during the assessment

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- Every interpersonal engagement (sometimes incorrectly referred to as a key-leader engagement) should be viewed as an operation that is planned, rehearsed, executed, and debriefed.

- Rapport is essential to mission success, and may be your best insurance policy against insider threats. The tenets of rapport are respect, cultural understanding, and empathy.

- Only after rapport, credibility and legitimacy are established, can an advisor be effective in developing their HN counter part.

- The advisor understands that the person-to-person relationships may be considered by HN partners to be more important than organizational frameworks.

- For staff sections, begin operational assessments as an advisor. For tactical units it may be necessary to begin as a coach or trainer.



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## Best Practices for Advisors

- **End-state**
  - ANSF that has a legitimate standing with the local populace
  - Operates with the support of the local populace
  - Proficient with core skills
  - Independent war-fighting and institutional functions

*"It's not about you, but it might be dependent upon you."*

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- Although it's unlikely that your SFAAT will achieve these four imperatives completely during your tour, these are four lines of operations that must drive every aspect of your efforts throughout your deployment.
- Overall, we need to push the ANSF to take responsibility of their areas of operations and more importantly be seen by the local populace as competent security forces contributing to Afghanistan's independence.

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## Best Practices for SFAATs and BCTs



1. [Establish Terms of Reference](#)
2. [Define Key Leader Roles and Focus](#)
3. [Define SFAAT Roles and Responsibilities](#)
4. [Establish Task Organization](#)
5. [Define Command Relationships](#)
6. [Establish Combined Coordination Centers](#)
7. [Support ANSF Combined Operations](#)
8. [Understand the Relationship Between SFAB Units and Advisor Teams](#)
9. [Use the Commanders Unit Assessment Tool \(CUAT\)](#)
10. [Apply some lessons learned from VSO](#)

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Here are the 10 Best Practices we have observed during the last 15 CTC rotations and feedback from Afghanistan.

We also receive continuous feedback from SFATs in country to include our LNO teams at IJC, NTM-A, RC-East, and RC-South.

I am going to walk you through these Best Practices for Security Force Assistance Teams and BCTs.



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## **Best Practice #1: Establish Terms of Reference**

- **Define Roles & Responsibilities & Definitions**
  - **Publish in a BDE Order**
- **Ensure Leaders understand the roles and responsibilities at all levels**
  - **BDE ANSF Assessment Cell**
  - **Security Force Assistance Teams (SFATs)**
  - **Partnered Units**
  - **Battle Space Owners / Battle Space Integrators**
  - **Company Functional Team**



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A solid Terms of Reference puts the whole unit on the same sheet of music. And becomes the foundation of SFAT operations.

What we used to call a “development” cell we now like to call the BDE ANSF Assessment Cell. At this point in the transition, BCTs should have a staff section that focuses on the progress of the ANSF taking the lead and becoming independent operators.

A good example that I have seen is 4-4 IBCT Terms of Reference.



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## **Definitions**

- MOI- Minister of Interior (ANP)**
- MOD- Minister of Defense (ANA)**
- BSI- Battle Space Integrator**
- BSO- Battle Space Owner**
- SFAB- Security Force Assistance Brigade**
- SFAT- Security Force Assistance Team**
- OCC Operational Coordination Center**
- ANP- Afghanistan National Police**
- AUP- Afghanistan Uniform Police**
- ANCOP- Afghanistan National Civil Order Police**
- ABP- Afghanistan Boarder Police**
- ALP- Afghanistan Local Police**
- VSO- Village Stability Operations**
- TI- Tactical Infrastructure**
- GSU- Garrison Support Unit**

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Keep a list of Definitions. Disseminate to all units. Will help everyone understand abbreviations. Sounds simple but SFAT use terms that might not be understood.



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## Best Practice #2: Define Key Leader Roles & Focus

- **Define Roles at BDE level (A way for SFAT integration)**
  - **DCO**
    - Civil Capacity
    - Key Leader Engagement
    - Information and Influence Activities
    - Public Affairs
  - **XO**
    - Staff Synchronization
    - Battle Rhythm
    - TOC operations
    - S1, S4, S6
    - Money as a Weapons System
    - Contracting
    - SJA
  - **S3**
    - Security
    - ANSF Development
    - Information Management
    - Knowledge Management
    - S2
    - Fusion Cell
    - FECC
    - Tactical Command Post
    - Partner with HNSF
    - Task Organization
  - **SFAT**
    - Advisors
    - ANSF Assessment
    - Nesting Operations Cycles
    - Information Sharing with ANSF & BSI
    - Staff Integration with ANSF
    - Enabler Synchronization

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Establishing, discussing, and war-gaming key leader and SFAT roles facilitates a more efficient rotation and more importantly mission success in theater.



**Best Practice #3:  
Define SFAT Roles & Responsibilities**

- Define Officer & NCO Responsibility at SFA Team level
  - Organize along ANSF Staff Functions
  - Cover all Functional Areas with specialists where possible
  - Understand ANSF Systems and Networks
  - Define level of Staff integration with ANSF
  - Clearly define links to US and Coalition Enablers
  - Operate within NATO procedures and reporting

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- Again, assigning responsibility and knowing your roles improves mission success.
- Some areas to focus on are:
  - Tactical Directives, which are found on ISAF's CENTRIX network and cover an assortment of subject areas from Communications to Tactical Driving.
    - ❖ Communication Directive, dtd 1 Mar 2010
    - ❖ Detainee Operations and Notification Directive, dtd 13 Apr 2010
    - ❖ ISAF ANSF Partnering Concept, dtd 28 Apr 2010;
    - ❖ Strategic Partnering, dtd 23 May 2010;
    - ❖ Revision of ISAF-ANSF Partnered Operations, dtd 19 Aug 2010;
    - ❖ Night Raids, 7 Dec 2010;
    - ❖ Revision of Tactical Driving, dtd 20 Feb 2011,
    - ❖ Revision 3 (Reducing CivCas), dtd 7 July 11
  - Escalation of Force SOP 373
  - Insider Threat Tactical Directive



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## **Best Practice #4: Establish Task Organization**

- **Select the right personnel to serve on an SFAT and establish teams early**
- **Create the BCT network to support SFATs during training**
  - **Units that provide support from BN & CO to SFATs become more effective in ANSF development**
  - **Educate the entire BCT on the SFAT task organization and network**
- **Establish the correct equipment and logistical support for the SFAT**
  - **Communication equipment (automation)**
  - **Vehicles**

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- Something we commonly recognize at rotations is how much thought and effort units put into their task organization when they have SFATs.
- This not only applies to personnel but also to equipment and resources.
- More successful units establish their teams early and conduct a thorough MDMP on how to utilize SFATs and units in country.
- Keep in mind, don't make it too complicated.



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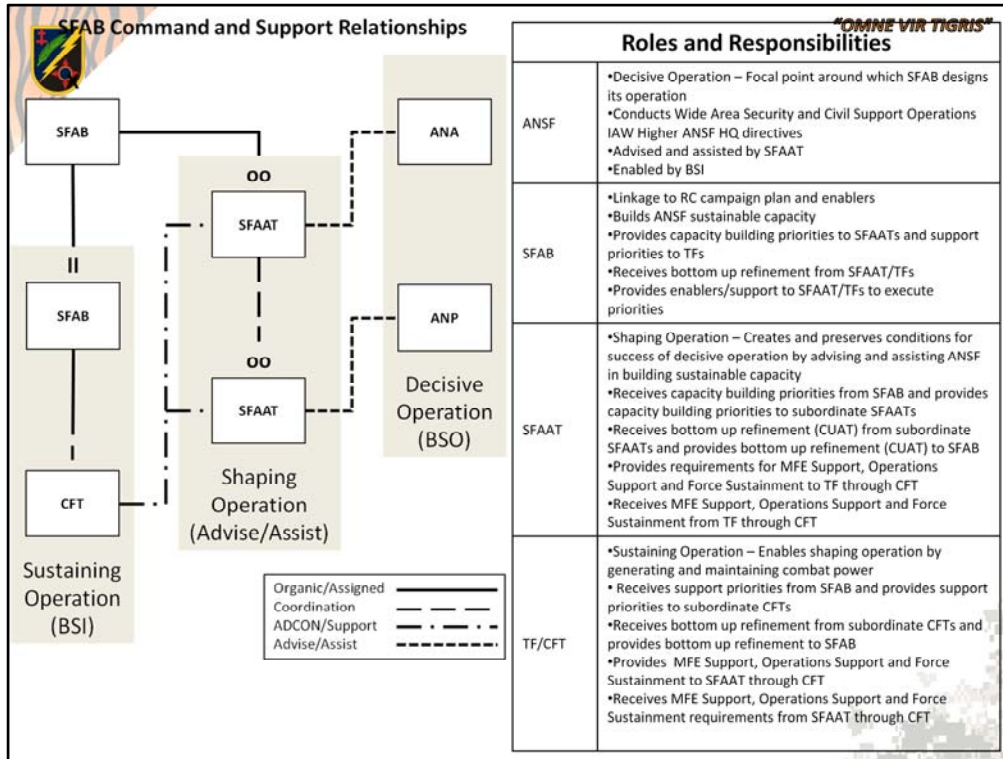
## **Best Practice #5: Define Command Relationships**

- SFAT task organization defined in BCT order
  - Clear reporting relationship reduces friction between BSI and the SFAT

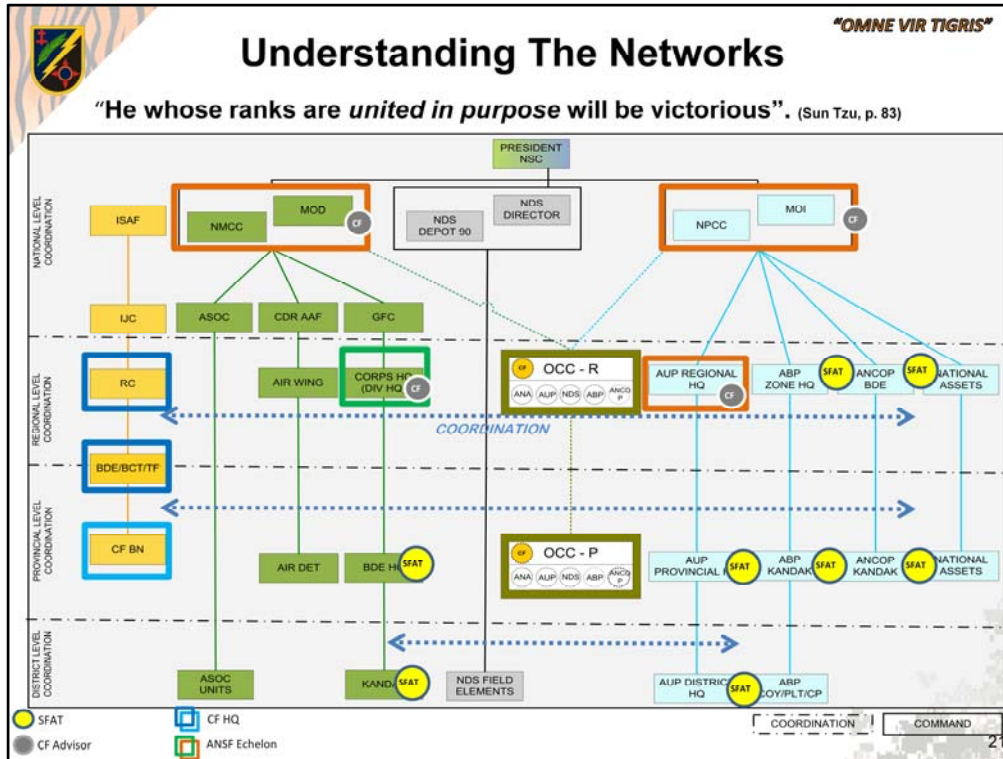
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- Defining Command Relationships enforces how the unit will operate.
- Attention must be given to the Formal Command Network when you are developing your SOPs for reporting channels and command relationships.



SFAB Command Support Relationship “a way”. Need to establish a plan based on current command support relationships in theater. Develop a BCT plan and practice at CTC. Adjust plan as need.



- This is a doctrinal template . . .
- This is the structure that we replicate during the SFA course and CTC rotation.
- 3 Networks that must be understood:
  - (1) Land-owning unit formal command network
  - (2) ANSF formal command network
  - (3) SFAT informal coordinating network
- A fourth network that should also be understood is the NTM-A generating force network.
- Not just training a bunch of individuals and teams training a force.
- The formal command network for the SFATs must be clearly defined.
- Current networks – as land owning unit's battles pace changes, coalition network will change, but ANSF networks remain the same.
- . . . In the end every one has a rater and senior rater.

## Best Practice #6: Establish Combined Coordination Center

- Combined Coordination Centers are in one facility
  - Sustainable ANSF systems and standards
  - Manned with all ANSF units
  - Common operating picture
  - Integrated ANSF functions
  - Analog Command Post
  - US C2 systems to enhance BSI COP



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- Combined Coordination Centers allow consistent situational awareness by both forces, enhanced capabilities, as well as continuous advising by ISAF members.
- Understanding what right looks like in an analog command post. Look at the analog to BSI digital link and how the SFAT will help with COP.



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## 2nd BN SFAAT COMSTAT / PACE

EQUIPMENT PRESENT & FUNCTIONAL

EQUIPMENT HOOKED UP BUT NON-FUNCTIONAL


EQUIPMENT PRESENT BUT NOT HOOKED UP

EQUIPMENT NOT PRESENT / NOT ISSUED

COMMECH CHECKS											
OCT C/S	SFAT	Location	SVoIP	SIPR	CX-I	NIPR	CPOF	BFT	FM	HF or TACSAT	Cell
	1 ANA Corps	FOB Sword									
	14 OCCR	FOB Sword									
	2 ANA Bde	FOB Sword									
	3 IN Kdk	FOB Spirit									
	4 EN Kdk	FOB Sword									
	5 RCP Kdk	FOB Spirit									
	6 CSS Kdk	FOB Forge									

**Annotate in the box: P=Primary, A=Alternate, C=Contingency, and E=Emergency.**

Look at your SFAT PACE. Will give you feedback at the CTC.



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## **Best Practices #7: Support ANSF Combined Operations**

- **ANSF in the lead (ANA & AUP)**
- **Establish Battle Rhythms with ANSF at BN and BDE level**
  - **Synchronize Battle Rhythm with ANSF**
  - **Publish/follow ANSF Battle Rhythm**
  - **Work Targeting with ANSF**
  - **Combined working groups**
  - **Combined decision briefing**
  - **SFAT cross-talk (weekly/daily)**
  - **ANSF capable of sustaining own operations processes**

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- Combined operations means the ANSF is in the lead, but we bring operational systems that improve ANSF capabilities.
- Combined operations will take you twice as long to conduct update briefings.
- It will also take you 5 times as long to plan and prepare for operations
  - 1/3 – 2/3 rule now becomes 1/15 – 2/15 rule
  - 1/5 rule – 4/5<sup>th</sup> of time goes to ANSF



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## **Best Practice #8: Understand the Relationship Between SFAB and Advisor Teams**

- **BSI Units**
  - **Provides enablers to assist the ANSF to ensure mission success**
  - **Brings the abilities of the BCT to bear in order to positively influence the ANSF across all warfighting functions**
- **Advisor Teams**
  - **Act as a persistent presence within the ANSF (Advise)**
  - **Coordinate enablers to enhance the ANSF's operational capabilities and to build sustainable capacity (Assist)**
  - **Apply skills during the plan, prepare, execute, and assess cycle (Assess)**

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- Understanding the how Partnering and Advising compliments each other is critical to the US unit as we transition to ANSF-led operations.
- To facilitate Afghan independence, we must increase our advising and reduce our partnering.
- From assessments, SFATs and commanders must determine the correct balance of partnering while keeping in mind the intent is to allow ANSF to become less dependent on US resources.

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## Best Practice #9: Use the Commanders Unit Assessment Tool (CUAT)

- Define CUAT Battle Rhythm
- Review & Update brief with ANSF partner prior to submitting higher


- 6-8 Week Cycle
- Resources Based Assessment
  - ✓ Manning
  - ✓ Equipment
  - ✓ Training
- Capabilities Based Assessment
  - ✓ Leadership (Mission Command)
  - ✓ Operations (TLPs, MDMP)
  - ✓ Training and Education
  - ✓ Intelligence
  - ✓ Logistics (Mol / MoD 14)
  - ✓ Equipping
  - ✓ Personnel (Pay, Awards)
  - ✓ Maintenance (Vehicles Weapons)
  - ✓ Communications
- Overall Commander's Assessment

Do ANSF have what they are supposed to have?


Do ANSF function like they are supposed to function?

Are ANSF achieving what they are supposed to be achieving?


ISAF Joint Command




Regional Command



BCT



BN TF



SFAT

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- All SFATs and commanders must become familiar and comfortable with the CUAT.
- Best Practice #9 brings me back to Slide #9.
  - CUAT-based capacity building



## **VSO Best Practices #10 "How to Win Over a Village"**

1. [Understand Counter Insurgency \(COIN\)](#)
2. [Conduct Detailed Planning For All Engagements](#)
3. [Train Constantly](#)
4. [Task Organization For Each Mission & Conduct Cross Training](#)
5. [Effective Use of Rehearsals / Rock Drills / Battle Drills](#)
6. [Effective Negotiation Skills](#)
  - 6A. [Results of Effective Engagements / Negotiations](#)
7. [Effectively Conducting Battle Field Circulation & Constantly Maintain, Document and Update Link Diagrams](#)
8. [Effective Use of Command Information](#)
9. [Effective Use of Intelligence](#)
10. [Balance OPSEC With Proper Use of Foreign Disclosure Procedures](#)

**"OMNE VIR TIGRIS"**

## SFAT RIP Products

**RIP Checklist**

- 1. A list of all RIPs in the area of operations (AO) is maintained and updated.
- 2. All RIPs are assigned to a specific unit and are clearly identified.
- 3. All RIPs are assigned to a specific unit and are clearly identified.
- 4. All RIPs are assigned to a specific unit and are clearly identified.
- 5. All RIPs are assigned to a specific unit and are clearly identified.
- 6. All RIPs are assigned to a specific unit and are clearly identified.
- 7. All RIPs are assigned to a specific unit and are clearly identified.
- 8. All RIPs are assigned to a specific unit and are clearly identified.
- 9. All RIPs are assigned to a specific unit and are clearly identified.
- 10. All RIPs are assigned to a specific unit and are clearly identified.

**Patrol Matrix**

Unit	Area	Patrol Type	Frequency	Start Time	End Time	Lead	Observer	Notes
1st BCT	Area A	Patrol	Daily	0600	1800	Platoon Leader	Observer	Standard patrol
2nd BCT	Area B	Patrol	Daily	0600	1800	Platoon Leader	Observer	Standard patrol
3rd BCT	Area C	Patrol	Daily	0600	1800	Platoon Leader	Observer	Standard patrol
4th BCT	Area D	Patrol	Daily	0600	1800	Platoon Leader	Observer	Standard patrol
5th BCT	Area E	Patrol	Daily	0600	1800	Platoon Leader	Observer	Standard patrol

**Operations and Intelligence Briefing**  
**1/52 BCT (OEF)**

The overall classification of this briefing is:  
**UNCLASSIFIED//OPSEC SENSITIVE//REL USA, ISAF//Display Only to AFG**

2 NOV 12

**O&I Brief**

**Role Player BIOs**

UNCLASSIFIED//OPSEC SENSITIVE

1. Name: [Redacted]

2. Position: [Redacted]

3. Role: [Redacted]

4. Background: [Redacted]

5. Skills: [Redacted]

6. Contact Information: [Redacted]

**CUATs**

UNCLASSIFIED//OPSEC SENSITIVE

1. Name: [Redacted]

2. Position: [Redacted]

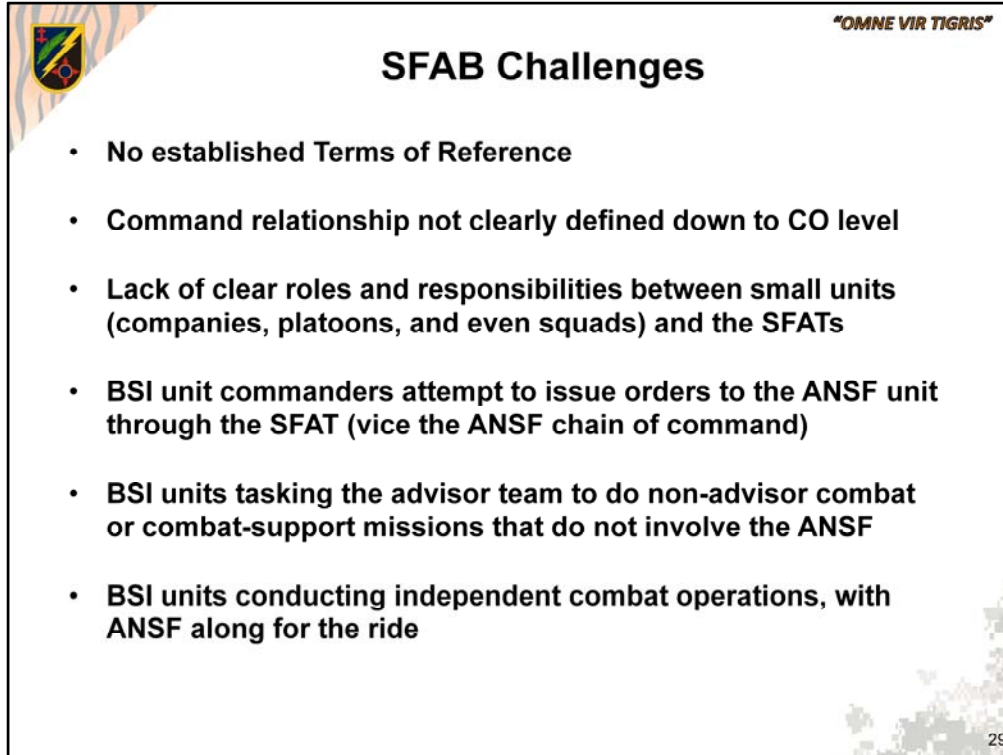
3. Role: [Redacted]

4. Background: [Redacted]

5. Skills: [Redacted]

6. Contact Information: [Redacted]

Some examples

The slide features a tiger-stripe pattern in the top-left corner with a crest containing a shield, a sword, and a cross. The Latin motto "OMNE VIR TIGRIS" is in the top-right. The title "SFAB Challenges" is centered. A bulleted list of six items follows. The number "29" is in the bottom-right corner.

**"OMNE VIR TIGRIS"**

## **SFAB Challenges**

- **No established Terms of Reference**
- **Command relationship not clearly defined down to CO level**
- **Lack of clear roles and responsibilities between small units (companies, platoons, and even squads) and the SFATs**
- **BSI unit commanders attempt to issue orders to the ANSF unit through the SFAT (vice the ANSF chain of command)**
- **BSI units tasking the advisor team to do non-advisor combat or combat-support missions that do not involve the ANSF**
- **BSI units conducting independent combat operations, with ANSF along for the ride**

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- This slide is provided to show the BCT some of the friction points they may encounter in the BCTs' perceptions of ANSF development and partnering.
- Friction starts if best practices 1-5 are not clearly addressed
  - Command Networks
  - Coordinating Networks
- Hard to develop ANSF leaders on mission command and sustainment if not using combined command posts as mentioned best practices 6-8.







## 162<sup>nd</sup> IN BDE Training Focus

### ***"The 10 C's"***

1. Change Your Mind Set
2. Communications
3. Combined Coordination Centers
4. Coach on Reporting
5. Common Operating Picture (Analog and Digital)
6. Coordination
7. Collaboration
8. Complete Plans by Warfighting Function
9. Combined Mission Command
10. Command & Support Relationships



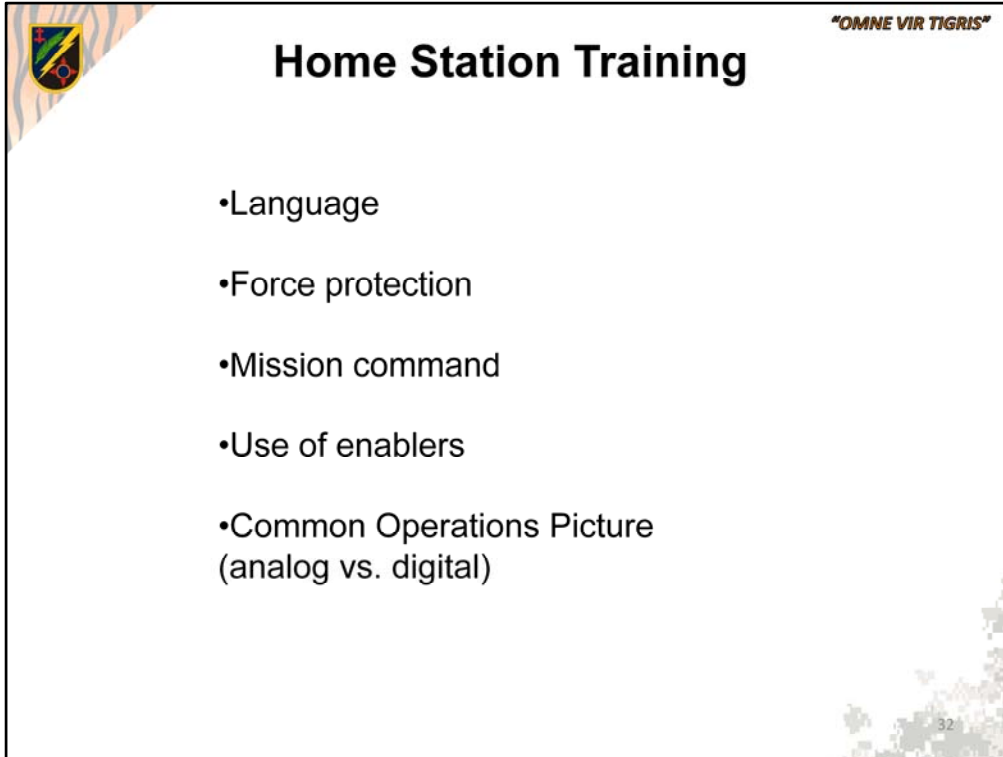
**"OMNE VIR TIGRIS"**

## **CTC Rotation Focus Areas**

- SFAT Communication Network (Vertical and Horizontal)
- ANSF Communication Network
- SFAT and ANSF Networks linked to the Battle Space Integrators
  - Mission, Commanders Intent, and CCIR are nested
  - Combined Battle Rhythm
  - SFAT Reports
  - Combined Targeting / CONOPS
  - CUAT / Training Plan
- Combat Outpost Defense Plans / SFAT movements
- SFAT Security

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- What CTC will replicate. We will provide feedback and coach thru the exercise.




**Home Station Training**

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- Language
- Force protection
- Mission command
- Use of enablers
- Common Operations Picture  
(analog vs. digital)

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Train on prior to MRE and deployment. Language, Force protection, and MC are the top three.




*"OMNE VIR TIGRIS"*

## Insider Threat

- Force Protection
  - Guardian Angel Plan
  - Execute with or with out additional security force
  - Rehearse Plan
  - 24/7 plan (sleeping areas)
- Build and Maintain Rapport with ANSF
  - Advise and assist ANSF Force Protection
  - Control access points
  - ANSF Vetting & badge procedures
  - Monitor ANSF R&R, AWOL, Missing Equipment, new recruits
  - Language Training
- Review and adjust plan

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- Develop and rehearse guardian angle plan
- Cross talk with SFATs. Develop a plan prior to engagements.



## Guardian Angel Employment



"OMNE VIR TIGRIS"

- All personnel will have M9/M4 in RED status at all times while IVO ANSF
- No one will travel without a battle buddy on ANSF compound, **soldiers will maintain direct line of sight of buddy.**
- "X" is designated primary mounted GA: secures vehicles and observes ANSF activities from gunner's position. Assisted by 1 other vehicle gunner "Y".
- NCOIC is primary dismounted GA and travels with Medic. He will remain in full gear with MBITR comms to vehicles at all times.
- "CODEWORD" call signals all personnel to rally at vehicles and assume a defensive posture.
- If threat is determined to be high, Team Chief or NCOIC will limit movements and interaction with ANSF.
- Threat word "CODEWORD" signals Team members that the team lead/members needs to know about an emergency.

Criteria	Level	Recommended Actions
<ul style="list-style-type: none"> <li>&gt; Successfully completes a force protection (FP) screening</li> <li>&gt; No connections to any insurgent, terrorist, or extremist group and/or personalities</li> <li>&gt; No reporting showing derogatory information</li> <li>&gt; No large debts identified (more than \$100 USD)</li> <li>&gt; Has a requirement for such access</li> </ul>	POTENTIAL	Restricted Access / Can be unescorted
<ul style="list-style-type: none"> <li>&gt; Previous violations of installation policies / rules</li> <li>&gt; Has not been screened by FP personnel</li> <li>&gt; Suspected of corruption or illegal activity</li> <li>&gt; Un corroborated or one-time reporting</li> <li>&gt; Family members identified as supporting illegal groups</li> <li>&gt; Failed vetting criteria used for maintaining or requesting access</li> </ul>	MODERATE	Restricted Access / Should be escorted
<ul style="list-style-type: none"> <li>&gt; Theft or smuggling items on/off installation</li> <li>&gt; Efforts to access sensitive operational information</li> <li>&gt; Voices support or approval of insurgent, terrorist, or extremist groups</li> <li>&gt; Family members actively participating in illegal groups</li> <li>&gt; Selling / distributing drugs to installation personnel</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>&gt; Recommendation for firing, Biometrics Watchlist addition</li> <li>&gt; Pass REL dossier to host nation and coalition forces authority</li> </ul>
<ul style="list-style-type: none"> <li>&gt; Family members are known insurgent, terrorist, or extremist group personnel</li> <li>&gt; Foreign intelligence agent or acknowledgment of foreign intelligence agent connections</li> <li>&gt; Latent fingerprints found on an object related to illegal groups</li> <li>&gt; Communicating information to third parties</li> <li>&gt; Reporting corroborated through intelligence</li> </ul>	EXTREME	<ul style="list-style-type: none"> <li>&gt; Immediate removal, Biometrics Watchlist addition</li> <li>&gt; Possible Detention</li> <li>&gt; Pass REL dossier to host nation and coalition forces authority</li> </ul>

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Develop own Guardian Angle Plan for ANSF engagements and missions.



**"OMNE VIR TIGRIS"**

## Summary

- Its all about the ANSF
- Understanding ANSF networks and coalition enablers is essential
- Select the right personnel to be Advisors. Not everyone is suitable for this mission
- Establish Task Organization and Teams early to train as you fight and to build teamwork and unit cohesion
- Establish networks and SOPs at home station and test them / revise them in STX, CPX and Force on Force

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- Gentlemen, this briefing covers developing your BCT with a focus on SFATs.
- It's more than advising, but selecting the right individuals, building teams and developing systems en route to your rotation and then your deployment.



# Questions

