

Advisor Core Universal METL (Draft)
(Author Unknown – Probably Someone from Ft Leavenworth)

Task 1- Deploy the Team (Collective)

1.1- Build an effective team (C)

- 1.1.1- Select team members based on SME skills, Advisor Knowledge, Skills, Attributes and Abilities (KSAs) as well as Mission Objectives (Selection?)
- 1.1.2- Internally Task Organize by ability, function and personality
- 1.1.3- Conduct Team building Activities, Tasks or Functions

1.2- Conduct Pre-deployment Prep (C)

- 1.2.1- Conduct Indiv, Collective, Unit and Directed Tasks
 - 1.2.1.1- Understand and Employ Planning considerations for the Advisory Environment
- 1.2.2- Conduct PDSS (If at all possible)
- 1.2.3- Conduct Area Study/IPB

Task 2- Command and Control (Collective)

2.1- Conduct Planning for Advisory Specific Missions (C)

- 2.1.1- Conduct Planning for Key Leader Engagements
- 2.1.2- Conduct Concurrent Team planning for all FSF Events
- 2.1.3- Conduct Rapid Planning

2.2- Coordinate and De-conflict with Higher/Supporting/Adjacent Units (CF and FSF) (C)

- 2.2.1- Identify Higher/Supporting/Adjacent Units
- 2.2.2- Establish Rapport/LOC with Higher/Supporting/Adjacent Units
- 2.2.3- Advise/Influence Higher/supporting/Adjacent Units on Advisory Mission and Requirements
- 2.2.4- Execute Reporting procedures and Requirements

2.3- Identify and Establish Rapport with Key FSF personnel (C)

- 2.3.1- Identify Key FSF Military personnel
- 2.3.2- Establish Rapport with Key FSF Military personnel
- 2.3.3- Identify Key FSF Civilian/Religious personnel
- 2.3.4- Establish Rapport with Key FSF Civilian/Religious personnel

2.4- Identify and Operate with appropriate C2 systems (C)

- 2.4.1- TM internal communications systems
- 2.4.2- TM external communications systems
- 2.4.3- FSF communications systems

Task 3- Advise FSF (Collective)

3.1- Effectively Communicate in an Advising Environment (Indiv)

M1	Percent	Of requirements met.
M2	Y/N	Accomplished
M3	Days	Of underway training (tests, trials) services provided.
M4	Number	X provided.

3.1.1- Effectively Communicate W/O an Interpreter (Indiv)

- 3.1.1.1- Exchange common greetings in FSF Language
- 3.1.1.2- Identify and Employ Non-Verbal Communications common to FSF Culture

3.1.2- Effectively Communicate through an Interpreter (Indiv)

- 3.1.2.1- Understand the Capabilities of your Interpreter
- 3.1.2.2- Evaluate the trustworthiness of your Interpreter
- 3.1.2.3- Understand the background and Cultural Biases of your Interpreter
- 3.1.2.4- Prepare an Interpreter for a Communications event
 - 3.1.2.4.1- Meeting
 - 3.1.2.4.2- Training Event
 - 3.1.2.4.3- Social/Political/Media Event
- 3.1.2.5- Conduct a Meeting/Event through your Interpreter
- 3.1.2.6- Prepare to work with and unvetted/unfamiliar Interpreter
- 3.1.2.7- Instruct a counterpart with the aid of an interpreter
- 3.1.2.8- Spend “unstructured time” with your interpreter

3.2- Gain and Use Influence to Progress Advisor Mission Objectives (Indiv)

3.2.1- Build Rapport w/FSF Counterpart (Indiv)

- 3.2.1.1- Employ a Rapport Plan
 - 3.2.1.1.1- Continuously plan, execute and refine methods to increase the closeness of the relationship with your counterpart
- 3.2.1.2- Build a Close Relationship w/FSF Counterpart
 - 3.2.1.2.1- Employ effective Interpersonal Skills
 - 3.2.1.2.1.1- Employ active listening Skills
 - 3.2.1.2.1.2- Demonstrate tolerance for individuals from another Culture
 - 3.2.1.2.1.3- Share personal history or information with your Counterpart
 - 3.2.1.2.2- Demonstrate self-awareness and how it impacts the Advisor role
 - 3.2.1.2.2.1- Capitalize on similarities between your Beliefs, Values and Goals and those of your Counterpart
 - 3.2.1.2.2.2- Limit how your Cultural bias affects your perceptions of your Counterpart's behavior
- 3.2.1.3- Employ Cross Cultural Empathy
 - 3.2.1.3.1- Understand your counterpart’s actions according to his cultural standards
 - 3.2.1.3.2- Influence how your counterpart perceives you
- 3.2.1.4- Understand Societal Influences
- 3.2.1.5- Gain the Trust of FSF Counterpart
 - 3.2.1.5.1- Demonstrate Proper Respect in an Advisor Environment
 - 3.2.1.5.2- Spend "Unstructured time" with your FSF Counterpart

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- 3.2.1.5.3- Conduct important events w/FSF Counterpart
- 3.2.1.6- Gain an understanding of you counterpart's Culture, Social and Personal filters
- 3.2.2- Establish Credibility w/FSF Counterpart **(Indiv)**
 - 3.2.2.1- Demonstrate professional skills "worthy of confidence"
 - 3.2.2.2- Maintain Professionalism and Adhere to Standards
 - 3.2.2.3- Provide sound planning and tactical advice
- 3.2.3- Demonstrate to your FSF Counterpart that the Advisor provides Value **(C)**
 - 3.2.3.1- Demonstrate SME- Advisor Knowledge **(Indiv)**
 - 3.2.3.2- Demonstrate Access to Advisor Team/Coalition Support or Effects **(C)**
 - 3.2.3.3- Provide resources and/or funding when appropriate **(C)**
 - 3.2.3.3.1- Be familiar with available resources/funding and applicable procedures
 - 3.2.3.3.2- Determine benefits and/or negative consequences of providing resources/funding
- 3.2.4- Determine and Employ the proper Influence Techniques **(Indiv)**
- 3.2.5- Understand and Employ effective Negotiations **(Indiv)**
 - 3.2.5.1- Prepare to conduct negotiations with FSF Counterpart
 - 3.2.5.2- Prepare FSF Counterpart to conduct negotiations with local leaders
 - 3.2.5.3- Prepare FSF Counterpart to conduct negotiations with Coalition Forces
- 3.2.6- Effectively Advise Higher/Supporting/Adjacent Units or CF **(C)**
 - 3.2.6.1- Build Rapport with Higher/Supporting/Adjacent Units or CF
 - 3.2.6.2- Educate Higher/Supporting/Adjacent Units or CF on the Capabilities and Limitations of FSF
 - 3.2.6.3- Influence Higher/Supporting/Adjacent Units or CF IOT progress Advisor Mission Objectives

3.3- Advise FSF Unit METL, Mission Objective or Assigned Tasks **(C)**

- 3.3.1- Develop Advisor Campaign Plan **(C)**
 - 3.3.1.1- Incorporate FSF Objectives into Campaign Plan
- 3.3.2- Assess FSF Unit, Team or Individual current strengths and capabilities **(C)**
 - 3.3.2.1- Develop Measures of Effectiveness/Performance
- 3.3.3- Employ Subject Matter Expertise (SME) MOS/Experience Base **(Indiv)**
 - 3.3.3.1- Teach-Individual and Collective Tasks
 - 3.3.3.1.1- Develop a TNG Plan
 - 3.3.3.1.2- Train FSF Personnel
 - 3.3.3.1.2.1- Determine appropriate method/media for TNG/Communication according to Interpreter Capabilities
 - 3.3.3.1.2.2- Select appropriate method/media for TNG/Communication according to FSF capabilities and expectations
 - 3.3.3.1.3- Conduct AAR
 - 3.3.3.1.4- Evaluate TNG Effectiveness
 - 3.3.3.1.4.1- Incorporate MOE/MOP
 - 3.3.3.2- Coach-Walk Through/Mission Rehearsal/Assist
 - 3.3.3.2.1- Demonstrate a Positive Attitude
 - 3.3.3.2.2- SIT-Staff Integrated TNG
 - 3.3.3.2.3- Advise MDMP/TLPs

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- 3.3.3.2.4- Develop Unit SOP/TTP/Battle Drills
- 3.3.3.3- Advise/Mentor-FSF Lead in Execution of Missions
 - 3.3.3.3.1- Serve as a role model for FSF Counterpart
 - 3.3.3.3.1.1- Display Ethical, Moral and Professional conduct
 - 3.3.3.3.1.2- Expect Ethical, Moral and Professional conduct from FSF Counterpart
 - 3.3.3.3.2- Develop Counterpart through NCOPD/OPD
 - 3.3.3.3.3- Acknowledge and Demonstrate the Advisor as a Subordinate Position
 - 3.3.3.3.4- Advise only when requested or when necessary to Advance a phase
 - 3.3.3.3.5- Elevate FSF Counterpart and give him credit
- 3.3.4- Evaluate effectiveness of Advisory Effort **(C)**

3.4- Understand and Operate within Operational Limitations from Higher **(C)**

- 3.4.1- Determine which information to provide (and when) and which information to withhold from a counterpart
- 3.4.2- Determine which assets to provide (and when) and which assets to withhold from a counterpart
- 3.4.3- Determine which Tactics, Techniques and Procedures can and should be provided to and withheld from a counterpart
- 3.4.4- Manage information among Interpreter, FSF Counterpart, FSF forces and Civilian Populace
 - 3.4.4.1- Develop an Advisor Team Level IO plan for Advisor Mission
- 3.4.5- Understand procedures of Defense articles and services

3.5- Operate with Cross Cultural Competence **(Indiv)**

- 3.5.1- Understand local ethical model and employ acceptable solutions within that model
 - 3.5.1.1- Educate Chain of Command on deviances from accepted norms
- 3.5.2- Understand local religions and become familiar with appropriate actions
- 3.5.3- Understand local Cultural differences and modify your behavior based on those cultural differences
- 3.5.4- Understand Diversity and become Culturally Adaptive
 - 3.5.4.1- Recognize and deal with corruption
 - 3.5.4.2- Recognize and deal with manipulation
 - 3.5.4.3- Recognize and accept tolerable levels of local norms (food, time schedules, treatment of others, etc...)
 - 3.5.4.4- Develop and Integrate plans to be more interactive with the local populace

Task 4- Protect the Team (Collective)

- 4.1- Plan for QRF **(C)**
- 4.2- Integrate FSF into protection plan **(C)**
- 4.3- Execute emergency procedures **(C)**

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4.3.1- Determine TM medical proficiency requirements based on Force Protection requirements and Threat

4.3.2- Develop TM medical plan

4.4- **Conduct personnel recovery (C)**

4.5- **Execute TM movement plan (C)**

4.5.1- Develop TM movement SOP

4.5.1.1- TM movement w/FSF

4.5.1.2- TM movement without FSF

4.5.2- Employ TM movement plan and implement any necessary countermeasures

Task 5- Sustain the Team (Collective)

5.1- **Develop relationship with supporting Unit/Org/Assets (C)**

5.2- **Coordinate for basic necessities (C)**

5.2.1- Food and Water, Shelter, Transportation, Medical Support

5.2.2 - CL IV, CL V, MEDEVAC and other Effects when required

5.3- **Mitigate Culture Shock (C), (Indiv)**

5.4- **Maintain Unit Cohesion and Morale (C)**

5.5- **Maintain TM vehicles or mode of transportation (C)**

5.5.1- Conduct preventive maintenance or ensure operational status of provided transportation

5.5.2- Maintain transportation protection and security systems (IED-D, WPN systems, etc...)

5.6- **Be familiar with available resources, funding streams and applicable procedures (C)**

Task 6- Redeploy the Team (Collective)

6.1- **Conduct Effective transfer of FSF Unit, Ind or Counterpart or provide follow-on guidance (C)**

6.1.1- Conduct turnover ceremony with FSF unit

6.1.2- Conduct equipment transfer

6.1.3- Conduct Formal/Informal awards/recognition/gift exchange w/FSF

6.2- **Prepare historical documentation of your mission (C)**

6.2.1- Prepare written AAR

6.2.2- Prepare written LL/OIL or Record of Events/Training

6.3- **Prepare awards for TM members (C)**

6.3.1- Understand available theater awards process and approval chain

6.4- **Prepare OERs/NCOERs (C)**

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6.4.1- Identify and verify rating scheme and submission process

6.5- Conduct TM equipment recovery and turn-in (C)