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)

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<tbody>
<tr>
<td>M1</td>
<td>Percent</td>
<td>Of requirements met.</td>
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<tr>
<td>M2</td>
<td>Y/N</td>
<td>Accomplished</td>
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<td>M3</td>
<td>Days</td>
<td>Of underway training (tests, trials) services provided.</td>
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<tr>
<td>M4</td>
<td>Number</td>
<td>X provided.</td>
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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
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- 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)
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)
6.4.1- Identify and verify rating scheme and submission process

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