



DEPARTMENT OF THE ARMY
MILITARY ADVISOR TRAINING ACADEMY (MATA)
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FORT MOORE, GEORGIA 31905-5000

ATZK-MTA (25-1gggg-400B)

11 MAY 2022

MEMORANDUM FOR RECORD

SUBJECT: Combat Advisor Training Course Standards and Overview (CASO)

1. REFERENCES:

- a. Army Regulation 350-1, 10 December 2017
 - b. Army Regulation 600-20, 24 July 2020
2. Purpose. The purpose of this memorandum is to establish administrative policies, procedures, standards, and expectations of CATC students and cadre.
3. Course Purpose. The Combat Advisor Training course is designed to give prospective SFAB Advisors the foundational and functional skills and knowledge to operate as part of a small advisor team in an austere environment, on the edge of, or outside established U.S. Government support, by, with, and through Foreign Security Forces.
4. Chain of Command. The course chain of command is the Small Group Instructor (SGI), Senior Instructor, Course Manager, and Director of the Military Advisor Training Academy (MATA). The student chain of command is the Team Leader, Assistant Team Leader, and Class Leader.
5. Training Methodology. TRADOC employs a holistic method of training known as the Experiential Learning Model (ELM) consistent with adult learning models of training and education. This methodology promotes creativity and problem solving but requires proactive student involvement and participation for success. Continuous student assessment throughout the course will provide greater self-awareness to the students and their chain of command to provide a comprehensive understanding of strengths and weaknesses. Students will apply peer-to-peer learning while demonstrating the ability to assess situations, communicate effectively, and embrace ambiguity in the face of new and demanding challenges.
- a. Participation. Students' active participation during instruction is critical to

learning with the ELM training methodology. Students lacking maturity and initiative do not have the necessary attributes to succeed as an advisor.

- b. Self-Study. The CATC assigns homework and reading assignments

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throughout the course to ensure a holistic understanding of the material. The CATC will determine the students' level of effort and ability to understand coursework through assessments. Assignments and course work are vital to understanding Foreign Security Forces, cultural considerations, and training and development as SFA Advisors.

c. Interaction with Cadre. The instructors' role at the CATC is to provide doctrinally based, experience-driven, realistic training to SFA Advisors. If advisors do not understand doctrine, gaining credibility with partner forces will prove challenging, jeopardizing mission success. The CATC fosters interaction and encourages open dialogue among students and instructors to enable development. However, military bearing and courtesies still apply during professional discussions and debates.

d. Evaluation Plan. Students are required to complete all assigned homework and reading assignments given by instructors. Higher learning includes researching, self-development, and peer-to-peer learning. While teamwork is highly encouraged throughout the course, students must individually demonstrate the ability to apply course skills.

e. Physical Demands. The CATC is a course with moderate to heavy physical demands. Students must be able to participate in all required physical activities such as group runs, ruck marches, and carrying objects individually or as part of a team.

f. Profiles. To meet course attendance criteria, students must not have a physical profile greater than 111221, with the exception of shaving profiles. Temporary profiles of any kind may not attend. Any student who attends sick call during the course and receives a profile will have it reviewed by the MATA Physician's Assistant. If it prevents the completion of the course the student will be recommended for administrative drop.

g. Medical Conditions. Students are required to report changes in their medical condition (e.g., illness, injury, or any other conditions that can impact participation in CATC) to cadre. If students feel uncomfortable sharing medical conditions with Cadre, they may request to speak directly with the MATA PA.

6. Spot Reports. There are four types of spot reports: major positive or negative and minor positive or negative. Cadre will render Spot Reports for infractions or observations of positive behavior.

a. Cadre may give minor spot reports for infractions such as tardiness, improper uniform, or other issues. Three minor spot reports are equivalent to one major spot report. Repeated occurrence of the same infraction may result in dismissal from the course no matter how small as it represents a lack of discipline and sound judgment and an inability to receive correction.

b. Two major negative spot reports will result in counseling by the Course Manager. A third major negative spot report will result in appearance before a disciplinary board for the Director to consider whether the student should be dropped from the course. It may be determined that a disciplinary board is warranted prior to a student receiving three spot reports at the discretion of the Director and the Course Manager. At any time, CATC and MATA leadership may bring issues to a student's Chain of Command.

c. If a student wishes to challenge a spot report, they may appeal to the next highest authority in the identified chain of command e.g., Block NCOIC, OIC,

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Course Manager, etc.

7. Course Overview. The CATC is 54 days calendar days in duration with 41 training days.

a. Course Outcome: A competent, confident, committed, capable and sustainable advisor who can positively influence the performance of a Foreign Security Force (FSF) by assessing, liaising, supporting, and advising the unit, while building and maintaining rapport through effective interaction with personnel at all echelons of the FSF Formation.

b. Advisor Attributes:

1) **Disciplined-** An Advisor must have self-control and upright character; Advisors must have a strong moral compass choosing the hard right over the easy wrong in the face of adversity and minimal oversight.

2) **Mature-** An Advisor must be able to control emotions and actions in order to behave in a professional manner when dealing with others during stressful, complex, and uncertain situation.

3) **Sound Judgment-** An Advisor must have the capacity to assess complex situations or circumstances and draw sound conclusions uninfluenced by emotions or personal prejudices.

4) **Initiative-** An advisor must display the self-motivation to act or take charge.

5) **Cool Under Pressure-** An Advisor must display control, balance and stability in all situations.

6) **Tolerance for Ambiguity-** An Advisor must be comfortable operating with uncertainty, unpredictability, and limited guidance in various tough environments.

7) **Open-Minded-** An Advisor must be able to see beyond their perspective to visualize a situation, regardless of personal biases, in order to succeed or fail.

8) **Empathetic-** An Advisor must embody the ability to identify, comprehend, and relate to the concerns of the indigenous partner force and other stake holders.

9) **Situationally Aware-** An Advisor must understand all relevant situational variables to assess how they affect the current and future environment.

10) **Patient-** An Advisor must remain focused on long-term objectives when dealing with issues, setbacks, or obstacles to mission success.

11) **Morally Straight-** An Advisor must display honesty and good character continuously while advising partnered forces regardless of the situation.

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c. Target Audience. Active Duty and National Guard Noncommissioned Officers (E5-E8), Warrant Officers, and Commissioned Officers (O3-O4) who have been accepted by or are serving in an SFAB. Enlisted and Warrant Officer Graduates of the CATC receive the SQI 3 and Officer Graduates receive the ASI S9.

d. The CATC consists of four Blocks throughout the eight training weeks: Block 1 (Advisor Fundamentals), Block 2 (Medical/Fires), Block 3 (Advisor Tracks) and Block 4 (FTX).

- 1) **Block 1: Advisor Fundamentals.** Days 1-10. Block 1 consists of tasks, events, lessons, and exercises establishing the foundation and context for advisor training conducted throughout the course. Material covered includes the Role of the Advisor, Assessments and Training Development, Anti-Terrorism/Force Protection (Guardian Angel, CARVER assessment) Mission Planning, Culture, and the NETT Warrior system. Students receive training on individual and team performance enhancement. Additionally, students will learn basic mission planning and they will plan and execute their first KLE with their FSF counterparts.
- 2) **Block 2: Medical and Fires.** Days 11-21. Block 2 begins on Day 11 with instruction of Tactical Combat Casualty Care (TCCC) and consists of six days of instruction. Students will receive instruction on prolonged care, tropical medicine and base camp assessment. During the second week of the block, students will receive a basic introduction to joint firepower application and advising FSF counterparts on fires-related tasks. Joint Fires training begins on Day 17 and consists of five days of instruction. Students will receive a working knowledge of ground, fixed-wing, and rotary-wing assets and how to coordinate and employ them.
- 3) **Block 3: Advisor Tracks-** Days 22-31. Advisors will be separated into respective Tracks where they will learn specialized skills to complement their teams based on their prospective assignments in their SFAB formation.
 - i. Foreign Weapons: From Day 22-26, Advisors in the Foreign Weapons Track will learn various foreign weapons platforms and planning and advising on range and training development.
 - ii. Non-Standard Logistics: From Day 22-26, Advisors in the Non-Standard Logistics Track will learn how to implement creative solutions to provide support for a forward deployed small team anywhere in the world.
 - iii. Advisor Battle Staff: From Day 27-31, Advisors in the Mission Planning Track will learn the planning, execution, staff support, and advising for missions across of the many ranges of military operations.
 - iv. Senior Leader: From Day 27-31, Advisors in the Senior Leader

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Track will examine the strategic level security cooperation framework that underwrites their overall Security Force Assistance missions, as well as how to operate in the interagency.

- 4) **Block 4: FTX-** Days 32-41. The FTX 1 begins on Day 32 and is used to assess and evaluate students based upon methods and tools taught during CATC. Students will receive multiple injects throughout the course that build into FTX scenarios. Advisor Teams are expected plan their own operations and advisor efforts. Throughout the FTX, Cadre will select CATC student to fulfill specific roles (Team Lead, Team NCOIC, Medic, etc.) to demonstrate their understanding of course material. FTX 1 ensures Advisors can advise, mentor, and enable partner forces using all CATC skills. On Days 36-41, students will participate in FTX 2, the culminating event for CATC, which will challenge Advisors to utilize all the skills their teams have gained throughout the CATC to advise more advanced FSF counterparts in both permissive and semi-permissive environments. Upon completion of FTX 2, students will conduct out-processing from the CATC and will be counseled based on their performance throughout the course. Each student will receive an assessment based upon advisor attributes, performance, and conduct through the training cycle.

8. Assessments: There are multiple assessment points throughout the course. Students will be formally and informally assessed throughout the course through:

- a. Written tests
- b. Critical thinking practical exercises
- c. Embassy engagements
- d. Joint firepower practical exercises
- e. TC3 practical exercises
- f. TC3 written assessments
- g. FSF assessments, training development, and evaluations

h. CATC tests and practical exercises are graded events. The passing standard for tests is 70% and practical exercises are graded on a GO/NO-GO basis. Failing a graded test or event twice will result in a recommendation for an academic drop from the course or recycle to an earlier point in the course. Student performance in graded positions during practical exercises is based on demonstration of the Advisor Attributes, as defined in this document, and accomplishment of the stated learning objectives for that practical exercise.

i. The information gained from these assessments will be built into the end of course counseling and provided to the student's SFAB Chain of Command upon request.

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9. **Electronic Devices:** Use of cellular phones and other electronic devices during any portion of instruction to include practical exercises, classroom instruction, and the FTX, is prohibited. Cadre may give a spot report to any student found to be operating an unauthorized electronic device during training. Use of laptop computers for note taking and other activities pertinent to academic instruction is authorized. Students should direct family and units to utilize the MATA Staff Duty phone number at 706-544-3221 or the Course Manager in case of an emergency where the student is not reachable for the duration of their time in the course. Students will have regular breaks during instruction during which they can communicate with family and home station units. Students who become aware of an emergency while in the course will immediately inform cadre.
10. **Staff Duty:** Students will be required to act as runners for the MATA Staff Duty desk and/or perform duties associated with that function such as cleaning and police call of MATA facilities or maintaining presence at the staff duty desk. In general, students should expect to have this duty mainly during Block 1, but it may be necessary for students in other blocks to perform these duties when there is no class in Block 1. Students in Block 4 will be exempt from staff duty requirements. Class 1SGs are responsible for managing the rotation of students for this duty. Unless otherwise told, student staff duty runners will report to the Staff Duty NCO at 1800 hours for detail and be released at the SDNCO's discretion.
11. **Alcohol Policy:** Students are encouraged, not required, to abstain from the consumption of alcohol while attending the CATC in order to best maintain their physical readiness to meet the demands of the course. Alcohol related incidents such as DUIs are still grounds for immediate dismissal from the course. The MATA Director, in conjunction with the respective SFAB Command Team, will address all alcohol-related incidents and misconduct.
12. **Honor Code:** A student will not lie, cheat, steal, nor tolerate those who do. Cadre will immediately refer any student found guilty of an honor code violation to the Course Manager for administrative actions and/or dismissal. The MATA will not tolerate plagiarism or the unauthorized use of another student's work to any degree. The Honor Code does not preclude students from working together in or out of the classroom when directed to do so by the instructors. If a student is found to be in violation of the Honor Code, they will be barred from re-entry into the course for one calendar year. The appeal authority for this policy is the Chief of Armor.
13. **Student Dismissal:** The Director may dismiss students from the course in accordance with AR 350-1 paragraph 3-15 for severe misconduct. The MATA will bar students dismissed for misconduct from re-entry into the course for one calendar year. The Chief of Armor must sign exceptions to the policy. Grounds for dismissal include but are not limited to:
 - a. Safety violations
 - b. Course disruptions or general misconduct
 - c. Loss of sensitive items

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- d. Honor code violations
- e. EO violations
- f. SHARP violations
- g. Apathy or indiscipline
- h. Missing five or more hours of training for any reason
- i. Three major negative spot reports IAW CATC Policy
- j. Serious Observation Report (SOR) Offenses as defined by CATC Policy

14. Procedures for Identifying Students at Risk for Dismissal:

a. Medical issues are the most common cause for students missing required training. In accordance with Fort Benning policy, Cadre will evaluate a student demonstrating signs and/or symptoms of heat injury according to the Medical Algorithm approved by the Post Commander. Qualified medical personnel may use authorized methods to determine a student's core body temperature. Statistically speaking, students sent to the hospital for evaluation are likely to be administratively dropped from the course. Any student who is treated and discharged from an emergency room or non-military medical treatment provider must attend sick call at the Sledgehammer TMC the next business day for assessment by a military medical treatment provider.

b. Cadre must clearly explain the performance measures, leader attributes, expectations, and individual student and cadre responsibilities for the course to students on the first day. Cadre will reiterate student expectations and responsibilities throughout the course and further emphasize standards to provide a unifying focus for After Action Reviews (AARs). Students at risk of failure to achieve course expectations "generally" fall into three categories:

1) Apathy: Failure of professional conduct during the course, malingering, avoiding responsibility, lack of support to the team, and/or apathy.

2) Indiscipline: A student clearly possesses the required knowledge but willfully or through culpable neglect fails to fulfill personal responsibilities. For example, failure to follow instructions issued by any cadre member (regardless of rank), failure to complete individual work, failure to maintain tactical discipline, challenging authority, and failure to take corrective measures identified by cadre even after counseling has been conducted.

3) Misconduct: Cadre will remove students who engage in conduct considered disruptive to the course or its content from the training environment. Cadre will not permit students to resume training until approved by the Course Manager and/or MATA Director. Students removed from training due to misconduct are responsible students that fail to respond to corrective measures

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and recommend them for an administrative drop from the course.

15. Procedures for Dismissal:

a. The CATC leadership will formally counsel students recommended for dismissal. The CATC leadership will refer student to the MATA Director. The MATA Director will review the student packet with the cadre and will make one of four decisions: retain the student; retain the student, but not graduate; enroll the student into a subsequent class; or dismiss the student. The appeal authority is the 316th CAV BDE Commander.

b. Students completing the course but not graduating will not receive credit and will not attend the graduation ceremony, nor will they receive the SQI/ASI. Students who complete the course but do not graduate will have a memorandum sent to the student's unit commander signed by the MATA Director identifying the specific student's issue.

16. COVID Mitigation and Student Movement: Under current MCoE policy there are no restrictions on movement for permanent party or those arriving in a student status to Fort Benning. Students should be aware that masks are still required for wear in all medical facilities on Fort Benning.

17. Pass Policy: The Fort Benning mileage radius is 250 miles without an approved mileage pass. Mileage passes within the CATC are granted on a case-by-case basis at the discretion of the Director and the Course Manager. Students are responsible for ensuring they are back in time to continue training after the completion of the pass. No passes will be granted over days where POI is being delivered.

18. Physical Fitness: Group physical readiness training is conducted on 18 mornings while in the CATC and will generally take place about three times a week. No mandatory physical readiness training will take place while in FTX. Students are responsible for maintaining their level of physical fitness throughout their time in the CATC.

19. Additional Information:


a. Reporting: All students will arrive on the scheduled report date, day 0, to BLDG 9180, located on Kelly Hill. The physical address is 9180 East Ballard Street, Fort Benning, GA 31905. Upon arrival the student will sign for a barracks room and has the option to sign for linen from the MATA Staff Duty NCO. Personnel must arrive NLT 0600 hours on Day 1 of training (Monday) or they will not be enrolled in the course. Students arriving outside normal reporting hours (0900-1700) may contact the Staff Duty at (706) 544-3221.

b. POVs are recommended, but not required, while attending the CATC. Vehicles must be in safe operating condition to drive on post in accordance with local guidance. Students are only authorized to park POVs in one of two student parking lots to the west and east of the main compound. Student use of the cadre parking area located between the barracks and classroom facilities is unauthorized and may result in negative counseling and/or the removal of the POV without notification.

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- c. The primary chow hall for use is Brett DFAC located on Harmony Church. The distance between the primary training site and the DFAC is approximately 10 miles. If students do not wish you use their POV for travel to and from the DFAC, the MATA will provide transportation. Brett DFAC closes on Friday after lunch and remains closed through the weekend. Information about other chow halls and their hours can be found on the student board. The students will receive a memo for their DTS Manager in their graduation packet, detailing all dates that the DFAC was not available and recommending full per diem for those dates.
 - d. CATC will conduct a graduation ceremony, but students will be released NLT 1200 EST, pending individual student schoolhouse clearing actions, on the graduation date listed on the welcome letter. Graduation takes place on Day 41 of the course. In general, it is best not to schedule flights that leave before 1400 out of Columbus or 1600 out of Atlanta due to unforeseeable circumstances.
 - e. The MATA Director must approve all student requests for early dismissal. All student requests for early dismissal must be supported by a valid Red Cross message or an official request from the student's Battalion CDR/CSM or Brigade CDR/CSM. No other requests will be considered. Students removed for emergencies or unit recall will be assessed as an incomplete and will be welcome to reinsert into the course on the same training day they left.
20. Social Media: While in the course, students will be held responsible for their use of social media. Irresponsible use of social media, or social media posts that discredit the MATA or the SFA community, may result in remedial training, negative SPOT reports, or dismissal from the course.
21. The point of contact for this memorandum is 1SG Florio, Joshua J. at 910-849-7344 or joshua.j.florio2.mil@army.mil.


DOUGLAS A. LOCKE
LTC, IN
Director