



CMATT

Command and Control (C2) Cell  
Advisory Support Team (AST)  
Issues



# J1 Issues

- **CMATT**
  - **Chain of Command**
    - Unclear if the chain of command for the Iraqi Army (DIV/BGE/BN) is the same for the ASTs
    - Evaluations (OER/NCOER) of AST Members
  - **Recommendations:**
    - Set blanket policy for all to follow
    - Services rate their own people
  - **Action:**
    - Chain of Command is in accordance with structure
    - Best scenario for the service member will be used



# J1 Issues (cont)

- **AST Working relationship with higher HQs:**
  - Where does the BN AST team get their direction/guidance?
    - From BGE, C2 Cell, DIV, J-3, OSC, CMATT, CMATT FWD???
- **Recommendation:**
  - Advisor Support Teams work autonomously from BGE and DIV. The C2 Cell validates their training mission and verifies they have met all basic METL requirements to ensure their Iraqi soldiers are ready for MSC mission.
  - ASTs receive guidance from their next higher. The next higher will validate and verify METL requirements have been met.
  - Hybrid. Initially receive guidance from C2 Cell until next higher is fully functional and then transfer responsibility.
- **Action**
  - Direction comes from the chain of command and ultimately from CG CMATT.



# J1 Issues (cont)

- **Information Flow.**
  - Currently if an AST needs information they pick up a phone and call someone they know in the J1 shop and bypass the command and control chain (C2 Cell). What this causes is a lack of information sharing across all ASTs and puts undue burden on the J1 shop, causing them to have to answer multiple inquiries instead of one point (C2 Cell LNO).
- **Recommendation:**
  - Have the J1 direct all questions to the C2 Cell.
  - If a question is answered, pass this information to all ASTs, not just one.
- **Rationale:**
  - Every team will work from the same sheet of music and the J1 shop won't be burdened by multiple request for the same information.
- **Action:**
  - Questions should flow up the chain of command via the daily sitreps and answered by the C2 Cell AST LNO.



# J-1 Issues (cont)

- **Pay**
  - Peshmerga stipend is a procedure already being used by many IAF soldiers. 1st BDE and 3d battalion have not received information about this although rosters were turned in over five weeks ago to CMATT
- ***Recommendation***
  - Have pay representative address this issue for all ASTs
- **Action**
  - Iraqi Pay Officials are now in place with the assistance of the J-5.



# J-1 Issues (cont)

- **Critical Fills**

- There are too many holes in the structure of the IA. The AST's need a more responsive method of filling billets that have been vacated or never filled.

- **Interpreters**

- The number of IT's allotted continue to be an issue that must be addressed. This will directly affect the mission.

- **Recommendation**

- J1 devise a plan for filling billets and provide that guidance to the AST's via the C2 Cell.
- Request re-evaluation of IT requirements for AST's and numbers adjusted as required.

- **Action**

- Recommendations in process.



# J-1 Issues (cont)

- **Interpreters:**
  - Quality is generally good
  - Shortages among AST and other training teams
  - Need additional skills to translate to **ALL** IA soldiers
  - Deployable Interpreters
- **Recommendations:**
  - Vet the interpreters with background checks before hiring.
  - Continued recruitment of quality Interpreters is required
  - Interpreters who speak Kurdish and Arabic if possible
  - Deployable interpreters cleared to move with unit as mission changes



# J-1 Issues (cont)

- **Leave Policies are not fully defined**
  - Sometimes changed when the unit reports to a new location after being told leave would be granted
  - Emergency leave for family member illness or death
- **Payroll**
  - Time required away from training and missions can be lengthy
  - Inaccurate rosters may cause shortages in pay
  - Incorrect pay for rank
  - Banking system not fully capable, some soldiers must report to a specific bank for pay which requires additional leave time



# J-3 Issues

- **Program of Instruction (POI)**
  - Not available for AST to use to enforce/re-enforce training received
    - Soldier, NCO, and Officer
- **Recommendation:**
  - Provide to C2 for distribution to all ASTs - all POI's.
- **Rationale:**
  - C2 has communications with all AST's and will provide exact info without variations.
- **Action**
  - All POI on hand are distributed or listed on the AST Website.



## J-3 Issues (cont)

- **Incoming AST not getting current intelligence about mission:**
  - Little information to CONUS on mission
  - Information provided upon arrival was limited in scope
- **Recommendations:**
  - Package put together by the J3 explaining the mission and plan for use of ASTs sent to all Teams/Out Processing Stations, prior to their departure.
  - ALL Teams be given C2 Cell as POC
  - C2 LNO to provide movement info to Incoming Teams
- **Action**
  - Recommendations put in place.
  - AST Website answers most questions
  - Prior contact is made by C2 Cell AST LNO



# J-3 Issues (cont)

- **Iraqi Soldiers Safety on Leave**
  - 1<sup>st</sup> BGE is requesting weapons cards for their officers to carry side arms with them when they go on leave.
- **Recommendations**
  - J3 address and if approved issue out weapons cards for the officers in a trail evaluation.
  - If disapproved, provide justification why not.
- **Action**
  - Force Protection Section of J-3 addressing.



# J-3 Issues (cont)

- **Mission ‘Handoff’**
  - There is no established procedures for handing off Iraqi units to MSC for missions.
- **Recommendation**
  - There should be clear and defined validation methods to ensure the IA is prepared to conduct the missions proposed by the MSC.
  - Should not be personality driven. The handoff should be procedural and conducted by the AST C2 cell.
- **Action**
  - Standard Turnover Guidance has been distributed by the C2 Cell AST LNO.



## J-3 Issues (cont)

- **POI's**
  - Advisor Support Team (AST) does not know the level of training of its Iraqi supported unit when link-up for training begins.
- **Recommendation**
  - To better assist the supported unit, advisors should be aware of the training curriculum provided to the unit while in basic training and officer or NCO professional schools.
  - C2 brief school curriculums when AST's arrive at TMTB.



# J-3 Issues (cont)

- **Casualty Procedures**

- There is no defined casualty procedure in case of WIA's.
- Because the CMATT FWD elements lack hard phone lines or DNVF, they can not contact medical units and vice-versa.

- **Recommendation**

- C2 develop communications cards for all AST members with numbers to the J-3, J-1 and the Battle Commander's desk (manned 24 hours) to carry with them in case of emergency.
- Hospital numbers published at all CMATT FWD and J3 shop.



# J-3 Issues (cont)

- **Accountability**

- Accurate IA rosters are not available.
- Rosters submitted to CPA location change at times and are returned with different names. Payroll issues created with differences in rosters
- Unauthorized Absences (UA) not tracked sufficiently
- Casualty Procedures need improved

- **Recommendations:**

- Utilize rosters confirmed at the Battalion level.
- UA MUST be submitted to C2 by ALL AST's for tracking
- WIA/KIA, other injuries/Death of soldier, Notification of Next of Kin MUST have the IA Chain of Command involved. NO Coalition force present other than to mentor the Leadership from afar.



## J-3 Issues (cont)

- **Training:**

- TMTB has limited training assets and space

- Range design supports limited use of AK47 and Pistol only.
- Training areas for FTX and other battle drills are not available

- **Recommendation:**

- Alternate training sites need to be established
- Current events prohibit easy utilization of other training locations, as well as major range changes
- Begin planning for additional training areas to be used as current events allow



# J-4 Issues

- DODAACs under a common UIC from CPA-CMATT J4 :
  - The ASTs need guidance on funding to purchase incidental items. What will be their limit, and a list of items authorized or unauthorized for purchase.
  - We also need to have the account numbers available to teams already in the field and those inbound (part of their indoc inbrief they receive at Taji).
- **Recommendation:**
  - C4 produce required items and provide guidance for ASTs.



# J-4 Issues (cont)

- **Blank Ammunition Training**
  - Each of the AST's are requesting blank ammunition for training their Iraqi Army.
  - blank firing adapters for weapons, smoke grenades and artillery simulators to affect more realistic training.
  - 7.62 tracers are a must.
- **Recommendation**
  - J4 address this and give a response as soon as possible.



# J-4 Issues (cont)

- **Life Support systems**
  - CMATT AST soldiers not consistent with other Coalition soldiers
  - Funding is linked with IA
  - Approving authorities may not be familiar with mission of CMATT (MWR, communications, vehicles required to move CMATT soldiers between locations for mess, PX, Fitness facility is located up to 4 miles away)
  - Base Support Unit (BSU) is not currently functional and responsive.
  - Taji Coalition forces planning generally does not include CMATT personnel
- **Recommendations:**
  - Support systems be designed similar to other Coalition forces
  - Vehicle and other assets be issued to allow CMATT soldiers to utilize mess facilities at distant locations.
  - CMATT FWD mentor's BSU.



# J-4 Issues (cont)

- **Repair/Replacement Instructions**
  - Broken equipment such as:
    - NVG's
    - Vehicles
  - Lost gear:
    - Uniforms, field gear (e-tool, harness, etc)
- **Recommendation**
  - J-4 provide guidance
  - CMATT FWD / CIF given specific guidance on support and given the tools to accomplish.



# J-4 Issues (cont)

- **Equipment Issue (CMATT FWD)**
  - Accountability of all Unit assets must be established.
    - All Sensitive Items
    - Weapons
    - Vehicles
    - Radios
    - Night Observation Devices
  - Maintenance Procedures (and records) need to be developed and utilized by the Unit Leadership
  - **Recommendation:**
    - Focused mentoring on IA BN staff to account for and establish standard maintenance.



# J-6 Issues

- **Communications and Computer Equipment:**
  - The C2 Cell submitted a requirements document to the J-6 to support ASTs. This requirements document is not being adhered to and causes a lack of equality in communications capabilities between the ASTs.
- **Recommendation:**
  - C2 Cell has responsibility of issuing command and control equipment. If the gear is coming to Taji, the C2 Cell will work with the J-6 personnel in issuing out equipment as ASTs come through Taji. If equipment is being sent from the J-6 shop to other locations, the requirements are verified by the C2 Cell LNO.
- **Rationale:**
  - This ensures that teams receive the required equipment to complete their mission and it remains equitable across the board.



# J-6 Issues (cont)

- **Tactical Communications Equipment:**
  - The AST's are out in the field with their Iraqi counterparts without means to contact Coalition forces in case of emergencies.
- **Recommendation:**
  - MSC provide tactical communications for the ASTs.
- **Rationale:**
  - This ensures that teams will have direct communication with the coalition forces and have immediate assistance when required.
- **Action:**
  - J-4 procuring communications equipment (SINCGARS)