

# Marine Advisor Training Impact System (MATIS)

**Issue:** Design, implementation, and evaluation of training for Marines assigned to advisory duty are conducted independently by the Advisor Training Groups/Commands within each MEF. A consolidated evaluation approach is needed to provide timely, reliable, and representative feedback to enhance and standardize screening, training, and preparation of Marine advisors deploying to Afghanistan and other theaters.

**Background:** During 2008 and 2009, the MATIS was applied to 62 Transition Teams that returned to the I MEF Advisor Training Group (ATG) from duty in Iraq. The 649 Marines and Navy Corpsmen represented three evolutions of seven month deployments. The groups surveyed included Military, Police, Border, and Port of Entry Transition Teams. To assure timely review and response, MATIS reports were submitted to I MEF ATG immediately following redeployment in-processing of Marine Advisor groups. Quarterly reports summarize results, track trends, and highlight key findings and recommendations.

**Discussion:** The MATIS can be administered through paper or web-based survey forms. Survey completion requires less than 30 minutes. The system is designed to provide direct feedback to those who design and implement pre-deployment training and preparation. The MATIS assesses advisor preparedness, effectiveness of training segments, and barriers to mission accomplishment. The dynamic reporting system produces instant charts and tables of key findings. Quarterly reports provide summaries, interpretations, and recommendations for improvement. Results can be linked to host nation readiness to assume security operations.

I MEF ATG used the MATIS findings and other feedback to adapt their pre-deployment training and preparation. The final MATIS Quarterly Report reveals significant improvement in preparedness of Marine Advisors sourced by I MEF during the study period. There is currently no equivalent method to quantify improvements in advisory training conducted at II MEF and III MEF.

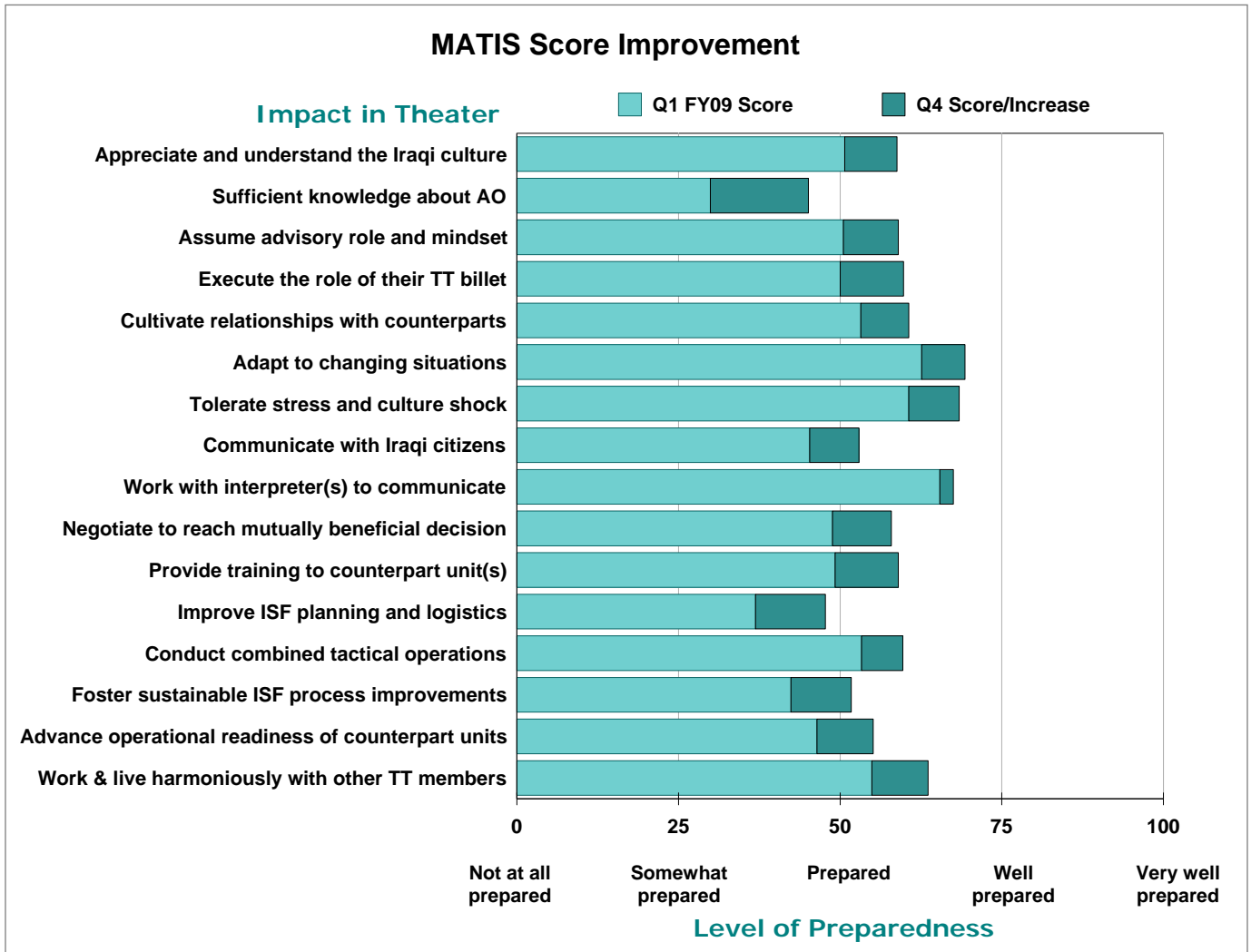
**Conclusion:** The MATIS offers expeditious, real-time access to critical data. Anonymity of input and all-hands representation avoids report bias. The method is flexible to address unique mission requirements. The system offers timely feedback, and results can be linked to mission accomplishment in theater. The MATIS has a proven track record. Featured in the USMC MCCLL newsletter (Oct 09), the MATIS was considered “critically important” for evaluating advisor training for Afghanistan.

**Recommendation:** Cross-command implementation of the MATIS will allow the Marine Corps to explore trends, identify effective training segments, identify barriers to mission accomplishment, and provide recommendations for training enhancements. While the MATIS has been used for Advisory functions, the system can be applied to any training and development mission.

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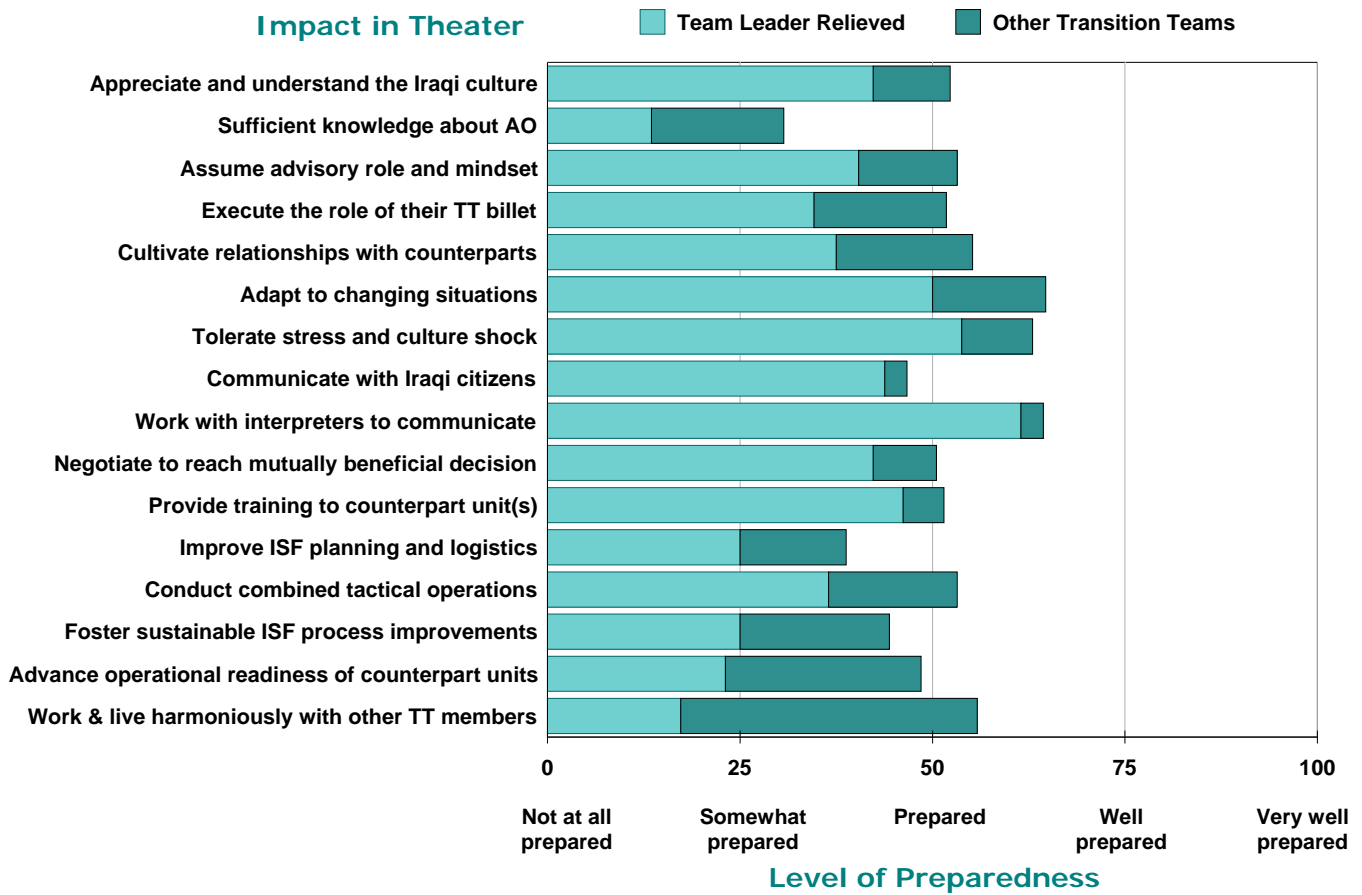
## Purpose

- Track advisor effectiveness
- Determine overall impact in theater
- Measure training progress and mission accomplishment
- Assess host country readiness to assume security operations
- Assure timely, representative, actionable mission relevant feedback



- I MEF OIF Transition Teams improved in every category of assessment between September 2008 and September 2009. MATIS improvements are statistically significant (beyond chance variation)  $p \leq .01$ , with the exception of *Work with interpreter(s) to communicate*.
- Impact categories were derived from debriefs with returning Marine Advisors. Scores reflect the level of preparedness to accomplish the mission.
- Sample: 62 Transition Teams (649 Marines and Navy Corpsmen)

## MATIS Score Comparison TTs with Team Leader Relieved vs. Other Transition Teams



- Transition Teams that had a Team Leader relieved scored significantly lower on most MATIS categories ( $p \leq .01$ ).

### Method

- MATIS survey of deployed/returning advisors
- Debrief with team representatives
- Instant/dynamic results and recommendations

# MATIS Comment Tabulations

## Barriers to Mission Accomplishment

Code	Category	Percent
TEM	Team Dynamics, Structure, Personnel	18.2
COF	Coalition Force Coordination, Collaboration & Support	17.5
MIS	Mission Clarity & Viability	15.4
IRC	Iraqi Culture & ISF Mindset	14.7
KSA	Knowledge, Skills, Abilities, Preparedness	13.3
ISS	Iraqi Security Systems, Organization & Processes	10.5
POL	Policy & Current Situation in Theater (SOFA, ROE, etc.)	10.5

## Additional Training Desired for Advisory Duty

Code	Category	Percent
COM	Communications, radios, etc.	12.2
LNG	Language	11.5
CON	Convoy Operations, Vehicles, Driving, Navigation	10.9
ISS	Iraqi Security Systems (Org, Processes, etc.)	9.6
SEN	Practical Application / Scenarios / Role Playing / Interaction	8.3
CUL	Culture	7.7

## Most Beneficial Training for Advisory Duty

Code	Category	Percent
LNG	Language	35.4
SEN	Practical Application / Scenarios / Role Playing / Interaction	32.3
CUL	Culture	20.3
29P	29 Palms	20.3
CON	Convoy Operations, Vehicles, Driving	13.3
CMP	Weapons, Marksmanship	12.7
MED	Medical	8.2

## Least Beneficial Training / Improvement Needed

Code	Category	Percent
BET	More Relevant & Less Redundant Training	17.2
N/A	N/A, None, All was Beneficial	14.1
LNG	Language	13.5
CMP	Weapons, Combat Marksmanship	9.8

**Note:** Percent computed based on frequency of advisor judgments.

# **MATIS Debrief**

Individual/Group

## **Purpose**

- Elaborate / expand MATIS survey comments

## **Format**

- Critical Incident
  - What went well
  - What did not go well
- Most beneficial training
- Least beneficial training
- Additional training desired
- Barriers to mission accomplishment
- Team dynamics
- Counterpart characteristics admired most
- Counterpart characteristics admired least
- Essential advisor characteristics
- Recommendations

## **Method**

- Client-centered
- Anonymous
- Confidential
- Voluntary
- Therapeutic