

出國報告(出國類別:受訓)

國軍軍售訓練留美人員返國報告表 (美國裝甲軍官高級班 MCCC4-18)

服務機關: 國防部陸軍司令部

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摘要

本次系奉國陸人培字第 1070006966 號令，赴美國喬治亞州班寧堡，參訓美國裝甲軍官高級班(Maneuver Captains Career Course, MCCC)，訓期自 107 年 5 月 7 日至 107 年 11 月 23 日，為期 22 週，課程區分連教練、營教練、實兵操演(FTX)和實務應用等階段，連教練階段重點，包含教育準備訓練及準則測驗、情報蒐集及整備、後勤及醫療後送規劃、工兵構築及清除，電子頻譜及資訊戰等主題。營教練階段重點，分為 3 階段進行(裝騎偵蒐、空中突擊和聯合作戰)，各階段與上級實施簡報後，逐一實施 JCATS 電腦兵推驗證成果。實兵操演(FTX)階段區分兩部分，一部分為野外實兵操演，一部份為數位化模擬器演練，透過實況和數位模擬的運用達成更仿真，規模更大的演習。實務應用階段涵蓋部隊訓練規劃及管理、實彈射擊規劃和部隊管理實務等，邀請現任營長至各教授班(Seminar)演講部隊實況等。課程設計為培養一位即刻能夠投入當今複雜戰場的高階指揮軍官。

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壹、受訓目的:

藉本次受訓之指標性訓練項目與專業課程，培養高階軍官在面對戰場環境下之指揮和規劃作戰的能力，並期許能夠為戰而訓，為訓而戰，隨時都能投入戰場。亦透過比較與國內部隊訓練之異同，借以精進我國部隊訓練。

貳、前言:

從 1909 年始，班寧堡(Fort Benning)就成為美軍步兵的搖籃，對步兵戰術研究、運用和訓練等皆有卓越貢獻，然面對當前戰爭型態的詭譎多變，聯合作戰的概念成為主流，自 2005 開始班寧堡的步兵學校，加上由諾克斯堡(Fort Knox)遷校的裝甲兵學校，兩者在此共同成立戰鬥兵卓越中心(Maneuver Center of Excellence)。並以共同的軍隊!共同的戰鬥!(ONE FORCE! ONE FIGHT)為口號。至此，戰鬥兵卓越中心的任務為提供精實訓練和戰場合格的士兵和軍事領導者，同時發展各種符合當今戰場的準則及教範，以便在當今複雜的環境中取得勝利。

美軍部隊在世界各地豐富的戰場經驗，早已成為各國研討及學習的對象，本人有幸於今(107)年 5 月至 11 月間，奉派美國戰鬥兵卓越中心(MCOE)接受高級軍官班(同我國各兵科學校正規班進修)訓練，今年度美國戰鬥兵卓越中心總共招訓 6 期，此次個人受訓年班為 2018 年第 4 期，年班代號 MCCC 04-18 (Maneuver Captains Career Course 04-18)，僅就個人赴美受訓期間之課程內容及生活感想分述如下:

參、美國戰鬥兵卓越中心(MCOE)簡介:

一、地理環境:

美國班寧堡戰鬥兵卓越中心(MCOE)著落於美國東南部之喬治亞州(State of Georgia)，北離該州首府亞特蘭大市(Atlanta)約 116 英里，約 2 小時車程，東臨南部哥倫布市(Columbus GA)，南倚佛羅里達州，西接查特胡奇河(Chattahoochee River)與阿拉巴馬州(State of Alabama)交界，佔地共約 600 平方英里。

二、氣候:

戰鬥兵卓越中心(MCOE)所屬地區與台灣氣候相似，但較為乾燥，由於所屬緯度關係，夏季日落時間較晚，氣溫偏熱，換到冬季則日夜溫差較大，夜間及清晨氣溫約在攝氏零度上下，時間大約從每年的 12 月至隔年的 3 月初，加上清晨時段 0500 至 0800 為美軍體能訓練(Physical Training)時間，所以格外需要著重保暖工作。

三、 基地現況

美軍步兵學校及裝甲兵學校在 2005 年開始整合並共同成立戰鬥兵卓越中心(Maneuver Center of Excellence)，將由諾克斯堡(Fort Knox)遷校的裝甲兵學校移至班寧堡，至於砲兵官科及其他戰鬥支援兵科則整合成為戰鬥支援中心。

肆、 美高班課程特色與過程

一、 教學編組及學員素質:

今年度美國戰鬥兵卓越中心總共招訓 6 期，此次個人受訓年班為 2018 年第 4 期，年班代號 MCCC 04-18 (Maneuver Captains Career Course 04-18)

(一) 教學編組:

1. 美高班採小班制教學，每班約由 15 至 18 名學員編成一個教授班 (Seminar)，此次受訓班次共編成八個小班，各班編制小組教官(SGL, Small Group Leader) 一名，教官多為已歷練完連長且具備多次戰場經驗之上尉，非美陸軍(陸戰隊)及外籍(英國和澳洲等)教官則為少校軍階。教官編組中包含裝甲軍官 3 員、步兵軍官 3 員、陸戰隊軍官 1 員、陸航教官 1 員。
2. 課程設計上，美高班擺脫亞洲人傳統的教育方式，不以教官為主要的知識傳播者，而是透過討論的方式，大家互相地分享經驗並研討出更適合的解決方法，教官在每堂課中，扮演的角色為促進不同論壇的產生，並適時提供準則和教範對議題的標準處理方式(SOP)做為參考。同時，教官除了為課業上的良師，亦是各種生活大小問題的亦友。
3. 美高班召訓流路頻繁，各施訓梯次往往間隔 1-2 個月之間，以本梯次 MCCC 04-18 為例，與下一梯次 MCCC 05-18 僅相隔 1 個月的時間。美高班的召訓對象不僅侷限於戰鬥官科的軍官(步兵和裝甲)，此次共同受訓的學員包含陸航、砲兵、工兵、國民兵、軍事情報、海軍陸戰隊和特種作戰等兵科，其目的在使各兵科間能吸收彼此經驗，藉由互相了解各單位特性，俾於爾後兵科在協同作戰上更加成功。

(二) 學員素質:

1. 學歷部分，本期共召訓共計美籍學員 101 名，其中 ROTC 共計 61 員、西點軍校(USMA)共計 37 員、預備軍官學校(OCS, Officer Candidate School)共計 3 員，其中 95%具實戰經驗。

美國軍官高級班 2018 年第 4 期(MCCC 04-18) 美籍學員學歷統計		
學歷	人數	班隊類型
ROTC	61	大學儲備軍官訓練團
西點軍校	37	USMA
預備軍官學校	3	OCS (Officer Candidate School)
合計	101(含外籍學員 32 員，合計 133 員)	

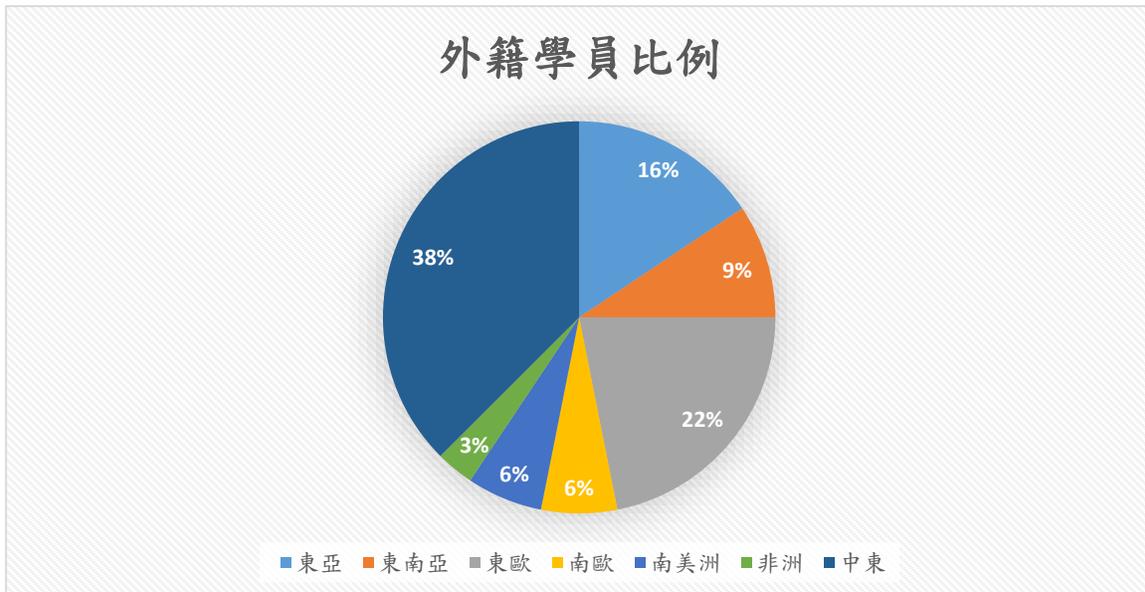


MCCC 04-18 期學員上課情形



MCCC 04-18 期學員上課情形

2. 外籍學員部分共計 32 名，涵蓋亞洲、歐洲、非洲及美洲等四大洲。



國家	學員數	官科	國家	學員數	官科
中華民國	2	裝甲中尉 步兵中尉	摩爾多瓦	2	特種作戰上尉 裝甲上尉
哥倫比亞	1	步兵中尉	阿曼	1	步兵中尉
克羅埃西亞	1	步兵中尉	菲律賓	1	裝甲上尉
埃及	2	步兵上尉 X2	波蘭	1	步兵中尉
南韓	3	裝甲上尉 X2 步兵上尉	沙烏地阿拉伯	5	步兵少校 裝甲上尉 步兵上尉 X3
希臘	2	步兵上尉 裝甲上尉	喬治亞	1	步兵中尉
幾內亞	1	步兵中尉	新加坡	1	步兵少校
印度	1	步兵少校	智利	1	步兵上尉
約旦	3	步兵少校 步兵上尉 X2	波士尼亞	1	步兵中尉
黎巴嫩	1	步兵上尉	級職比例: 少校 4 員、上尉 19 員、中尉 9 員 兵科比例: 裝甲 7 員、步兵 23 員、特戰 1 員、防空 1 員		
馬其頓	1	防空上尉			

二、課程設計:

1. 美國軍官高級班體諒國際學生均來自世界各個角落，各國準則和教範各有特色和遵從的系統(美系和俄系)，所以針對國際學生特別集中實施一個月的課前輔導。在這個月中，教官針對美軍的準則架構實施說明，以便在將來需要準則輔佐時能有所頭緒，並加強在軍事符號上的運用，使未來在作戰構想圖上大家能有所共識，同時亦透過此階段對國際學員輔導並闡述美國歷史和美軍價值。此階段包括期末的小組作戰簡報和基本體能測驗(APFT)，順利通過後亦能獲得此階段的證書以茲嘉獎。



國際學生連(IMSO)連長舒法上尉(CPT SCIUVA)頒予證書



國際學員預備課程結訓證書



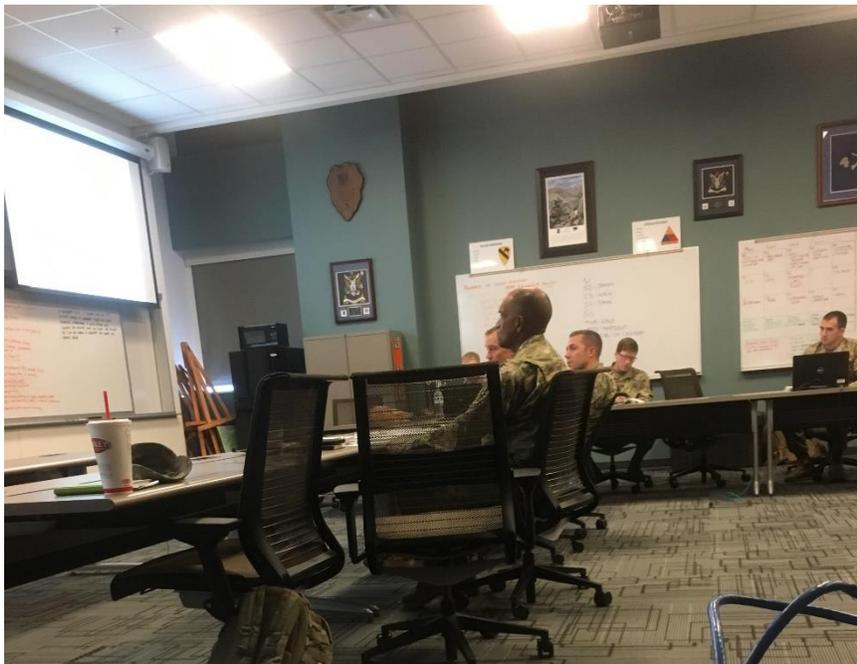
MCCC 04-18 期全體國際學員(IMS)

2. 美國裝甲軍官高級班課程共計 22 週，區分連教練、營教練、實兵操演(FTX)和實務應用等三階段，連教練階段共計 9 週，包含教育準備訓練及準則測驗，同時安排戰鬥兵卓越中心(MCOE)各專業領域教官實施主題式演講，其中包含情報蒐集及整備、後勤及醫療後送規劃、工兵構築及清除，電子頻譜及資訊戰等主題。營教練階段共計 6 週，分為 3 階段進行(裝騎偵蒐、空中突擊和聯合作戰)，各階段與上級實施簡報後，逐

一實施 JCATS 電腦兵推驗證成果。實兵操演(FTX)階段區分兩部分，一部分為野外實兵操演，一部份為數位化模擬器演練，透過實況和數位模擬的運用達成更仿真規模更大的演習。實務應用階段涵蓋部隊訓練規劃及管理、實彈射擊規劃和部隊管理實務等，邀請現任營長至各教授班(Seminar)演講部隊實況等。



侯恩中校(LTC HORN)蒞臨分享部隊實務



班寧堡指揮官布里托少將(MG Brito)蒞臨本教授班聽取部隊訓練規劃

美國裝甲軍官高級班課程配當表	
週期	規劃科目
國際學員預備月	準則架構與運用、電腦提領
第一週	報到分發(全體)、教學準備、準則、語言、入學、體能測驗
第二、三週	連戰鬥教練、連級部隊指揮程序原則講解(TLP)、戰場情報準備(IPB)、命令寫作(OPORD)
第四、五週	輕步兵連攻擊(想定地點-班寧堡布希高地)
第六、七週	戰車戰鬥隊攻擊(想定地點-伊拉克)
第八、九週	戰車戰鬥隊防禦(想定地點-美國加州艾爾文堡國家訓練中心 NTC 沙漠地形)
第十、十一週	史崔克戰鬥隊城鎮戰(想定地點-班寧堡所在城市哥倫布市市區)
第十二、十三週	連教練階段測驗、綜合想定命令寫作(Battle Forge)
第十四週	戰鬥兵作戰論壇(Maneuver Warfighting Conference)
第十五、十六週	營戰鬥教練原則講解，裝騎營偵蒐(想定地點-阿塞拜疆)
第十七週	輕步兵營攻擊(想定地點-阿塞拜疆)
第十八週	輕步兵營攻擊/空中突擊隊、JCATS 電腦兵推(想定地點-阿塞拜疆)
第十九週	部隊訓練規劃、訓練實務、進訓準備
第二十週	協同演習/實兵操演(FTX)
第二十一週	期末體能測驗、實彈射擊規劃(LFX)、教官作戰/駐地經驗分享
第二十二週	結訓典禮及座談、裝備收繳

美國裝甲軍官高級班課程配當表

三、連教練階段:

(一) 各階段依輕步兵旅戰鬥隊(IBCT)、史崔克旅戰鬥隊(SBCT)、裝甲旅戰鬥隊(ABCT)等建制下之連級部隊為授課重點，各類別名稱對照表如下:

美軍戰鬥隊類別中英對照表	
名稱	美國陸軍
Infantry Brigade Combat Team (IBCT)	輕步兵旅戰鬥隊
Stryker Brigade Combat Team (SBCT)	史崔克旅戰鬥隊(八輪甲車)
Armored Brigade Combat Team (ABCT)	裝甲旅戰鬥隊(履帶車輛)

(二)連教練共區分6個單元，第1單元無狀況想定，由教官實施原則講解，相關課程如下：

1. A0: Doctrinal Preparations 準則測驗、入學測驗、體能測驗等開訓前準備。
2. A1: 輕步兵連攻擊想定。
地點: 班寧堡(Fort Benning)布希高地。
作戰代號: A1 IBCT Offense Bush Hill
3. A2: 裝甲戰鬥隊攻擊想定。
地點: 伊拉克。
作戰代號: A2 ABCT Offense
4. A3: 裝甲戰鬥隊防禦想定。
地點: 美國加州艾爾文堡國家訓練中心(NTC)沙漠地形。
作戰代號: A3 ABCT Defense Fort Irwin NTC
5. A4: 史崔克戰鬥隊城鎮戰想定。
地點: 班寧堡所在城市哥倫布市市區。

作戰代號: A4 SBCT Urban Operation

6. A5: 連教練階段測驗(Battle Forge)及綜合想定命令寫作

(A5 Battle Forge Assessment)

測驗特色: 此測驗分為 3 階段，首先由各教授班(Seminar)教官(SGL)任各級參謀，對受測學員實施任務簡報，簡報後，學員需在時限內依公布之想定制定出連級作戰命令(OPORD)，最後，依照分配到的日期時間向所屬教官實施簡報。

(1)第一階段為綜合想定命令寫作，由各教授班教官分別擔任各級參謀職務，於任務整備中心對所有學員實施任務簡報，並律定學員擔任該演習想定之各種編裝兵科連之連長，學員依想定完成命令寫作(OPORD)，並於圖板上撰擬我軍行動方案(Course of Action COA)與列舉敵可能行動(ENY SITTEMP)，完成後向教官實施簡報。

(2)測驗時間開始於凌晨 0550 時，依序為前 15 分鐘清查人數及測驗規範說明，0600 時至 0630 時由教官完成營級對連級的任務簡報，0630 時教官發布第一道預備命令(WARNO)，0700 時學員完成連預備命令，0700 時至 0715 時分發考卷、地圖，0720 時至 1420 時內開始作戰規劃。美籍學員限時 7 小時，外籍學員(IMS)則限時 8 小時。在規定的時間完成後，每位學員立即前往各教授班所指定的教官選擇自己想要報告的日期及時間。

(3)在命令寫作/規劃(OPORD)的評分部分，乃依照戰鬥兵卓越中心(MCOE)所頒定為主，評分表針對戰場命令五大格式(5 Paragraphs of OPORD)作為評分標準，

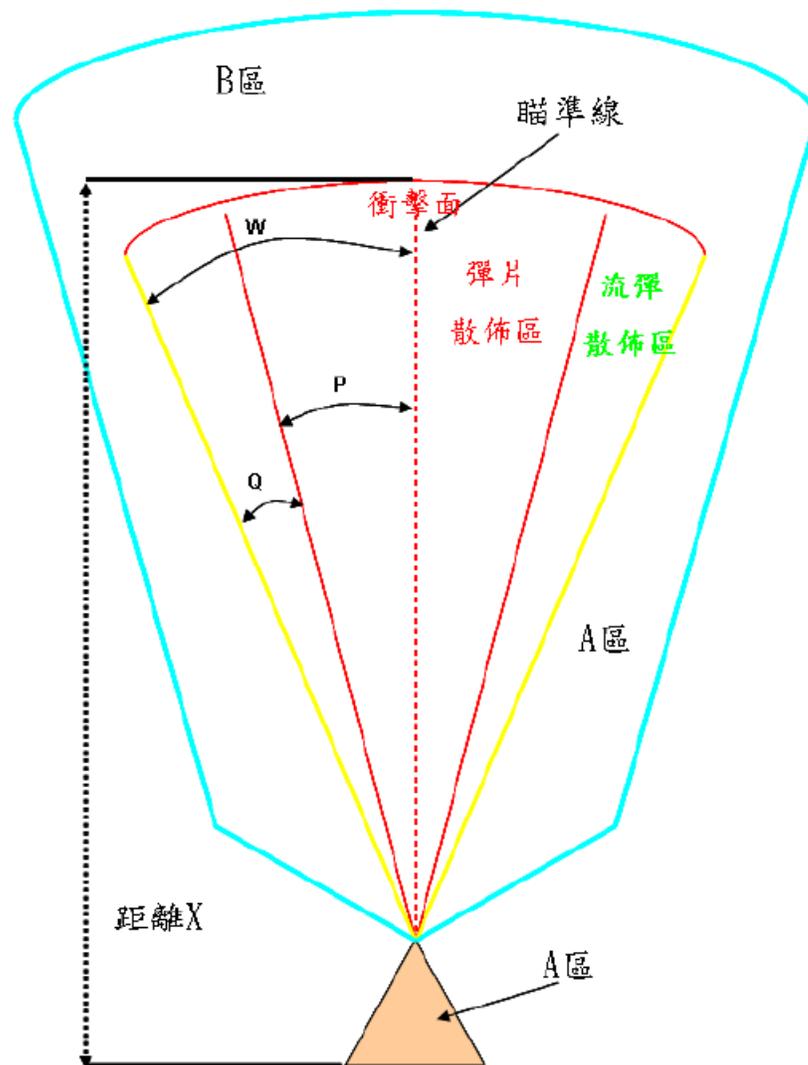
(4)連教練階段測驗之合格分數不得低於 75 分，如未能呈現出合格的作戰簡報，仍有一次重新製作的機會，若仍未能達到合格標準則將面臨被淘汰留級的處分，必須等到下一梯次重新施訓(Recycle)。

7. 連教練階段(Co Phase)之課程置重點於磨練參訓學員，依照所指定之兵科(輕步兵、裝甲或史崔克)連(Co)之特性配合想定設計之模擬戰場景況(Situation)，規劃兵、火力之運用，同時將戰鬥和勤務支援部隊納入作戰任務(Mission)。各單元之重點摘述如後:

(1)A1 單元: 步兵旅戰鬥隊(IBCT)輕步兵連攻擊。

想定地點位於班寧堡(Ft.Benning)布希高地(Bush Hill)，置重點於攻擊架構之規劃(Offensive Framework Planning)，同時磨練學員運用直射火力(Direct Fire)及曲射火力(Indirect Fire, IDF)之武器殺傷範圍透明圖(SDZ, Surface Danger Zone, 五千分之一透明圖)，用以分析各類武器最大(有效)射程，用意在於發揚最大兵、火力及避免產生友軍誤擊(Fratricide)的悲劇。

地面武器殺傷範圍透明圖定義





MCCC SDZ Quick Reference Card (as of JUL 13)

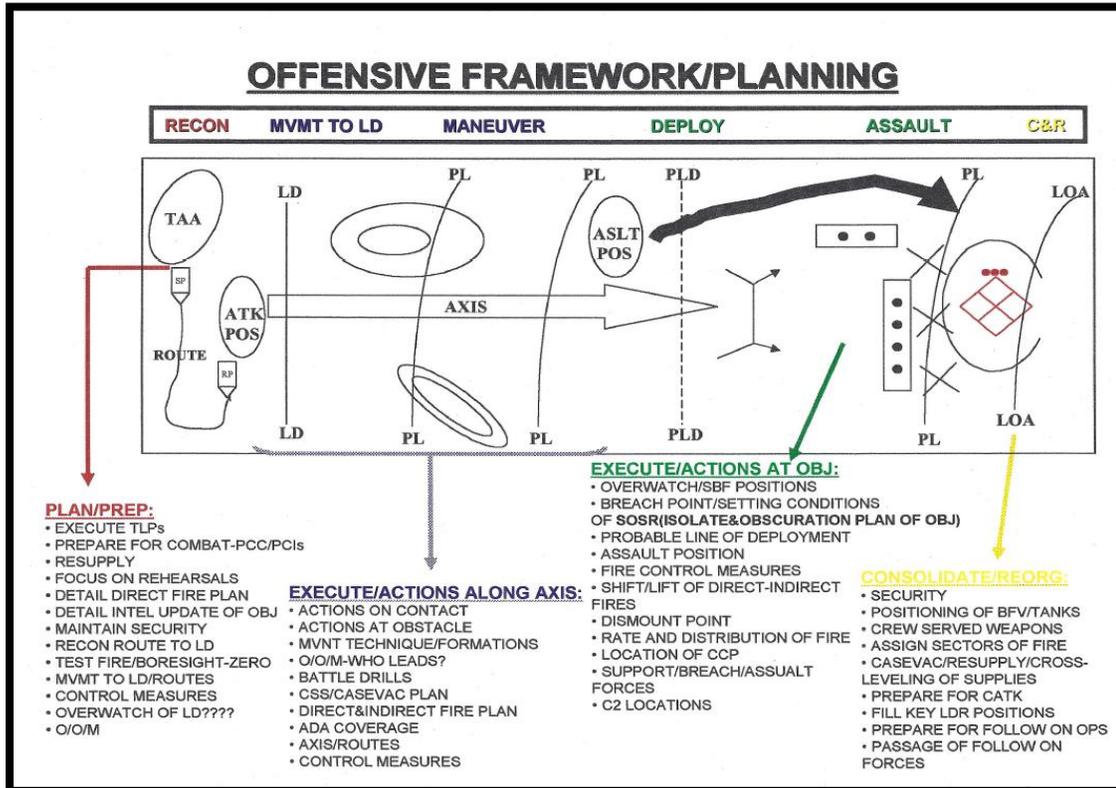


Fort Benning, Home of the MCoE

Direct Fire Systems							
Weapon System	Description	Dispersion (degrees)	Ricochet (degrees. Earth targets where applicable)	Area A / Area B (where applicable)	Distance W at given ranges		
					500m	1000m	2000m
Pistol, various	9mm	5	5	100m	90	180	360
Rifle/SAW	5.56mm	5	5	100m	90	180	360
LMG (e.g. M240) & sniper	7.62mm	5	5	100m	90	180	360
HMG (e.g. M2) & sniper	.50 cal BMG	5	5	100m	90	180	360
Grenade Launchers (various)	40mm	10*	*does not include batwing	165m	90	180	360
Mk19	40mm	10*		165m	90	180	360
AT-4	84mm rocket	5	13	227m	162	324	648
SMAW	83.5mm rocket	5	4	250m (HEDP)	81	162	324
M3 MAAWS (Carl Gustav) Recoilless Rifle	84mm HEAT	5	38 (HEAT)	150m	387	774	1548
	84 mm HE	5	13 (HE)	400m	162	324	648
Javelin (Block 1)	ATGM	37	N/A	500m	333	666	1332
25mm Bushmaster (e.g. M2 Bradley)	APDS	5 (if unstab)	18	N/A	207	414	828
	APFSDS	5 (if unstab)	21	N/A	234	468	936
	TPDS-T	5 (if unstab)	15	N/A	180	360	720
	HEI	5 (if unstab)	19	300m/400m	216	432	864
TOW2-B	Wire guided ATGM	45	N/A	600m	405	810	1620
M1040 105mm (Stryker MGS)	HEAT	5 (if unstab)	17	615m	198	396	792
	HEP	5 (if unstab)	24	615m	261	522	1044
	APFSDS	5 (if unstab)	16	N/A	189	378	756
	Canister	5 (if unstab)	40	N/A	405	810	1620
M256A1 120mm (M1 series tank)	HEAT	5 (if unstab)	17	750m	198	396	792
	MPAT, OR, similar	5 (if unstab)	22	750m	243	486	972
	APFSDS	5 (if unstab)	26	N/A	279	558	1116
	Canister	5 (if unstab)	30	N/A	315	630	1260
Rotary Wing (eg AH-64 or AH-1)	Cannon	5*	*does not include batwing	275m (HEDP)	45	90	180
	Rockets	5	10	300m (HE)	135	270	540
	Hellfire	30 (lock on after launch)		N/A	270	540	1080

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戰鬥兵卓越中心(MCOE) 武器殺傷範圍透明圖(SDZ, Surface Danger Zone)



攻擊架構之規劃(Offensive Framework Planning)

(2)A2 單元:裝甲旅戰鬥隊(ABCT)戰車戰鬥隊攻擊。

想定地點位於伊拉克境內某處，置重點於裝甲部隊之攻擊規劃，探討美軍各現役主要裝甲車輛特性(M1 系列戰車、M2 系列布萊德雷甲車)和武器系統深入分析，同時將後勤補給與醫療後送納入成功之關鍵。

ABCT CL V Resupply

Fort Benning, Home of the MCoE

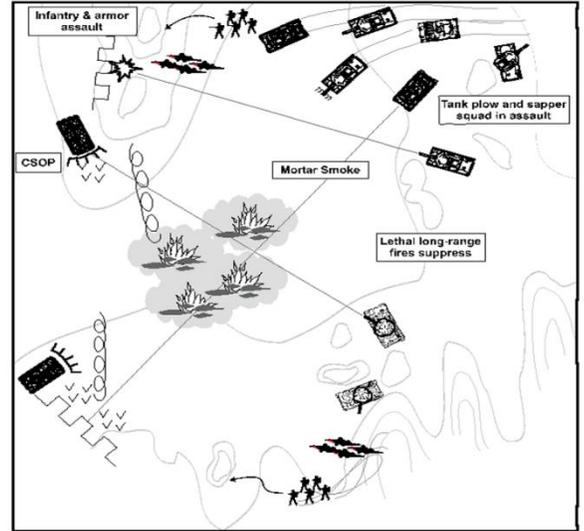
M1A2
25 x 120 mm rounds / pallet

120 mm	Rounds	Pallets	Pallet Positions	PLS Systems
Tank	42	1.68	2	1 truck
Platoon	168	6.72	7	1 truck
Company	588	23.52	24	2 trucks + 1 trailer

M2A3
1620 x 25mm rounds / pallet
12 x TOW rounds / pallet

25 mm	Rounds	Pallets	TOW	Rounds	Pallets	Pallet Positions	PLS Systems
Bradley	900	0.56	Bradley	7	0.58	2	1 truck
Platoon	3600	2.22	Platoon	28	2.33	5	1 truck
Company	13500	8.33	Company	98	8.17	17	2 trucks + 1 trailer

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後勤補給參考數據

裝甲部隊之攻擊規劃

(3)A3 單元:裝甲旅戰鬥隊(ABCT)戰車戰鬥隊防禦。

想定地點位於美國加州艾爾文堡國家訓練中心 NTC 沙漠地形，置重點於有效發揮工兵能力/戰力，配合各式直、曲射火力整合規劃防禦陣地(Defensive Position)、預想殲敵區(EA Dev)及各種防禦陣地之編成以發揚最大火力。

ABCT Engineer Company
COMBAT ENGINEER COMPANY, BEB, ABCT

Fort Benning, Home of the MCoE

MISSION: To increase the combat effectiveness of the maneuver commander by accomplishing mobility, and counter-mobility, as well as limited survivability, and general engineering tasks.

COMPANY HEADQUARTERS PARA 01

(K2) ENGINEER FLT HQ PARA 02

ENGINEER SQUAD PARA 03

ASSAULT FLT HQ PARA 04

BREACH SQUAD PARA 05

HORIZONTAL SQUAD PARA 06

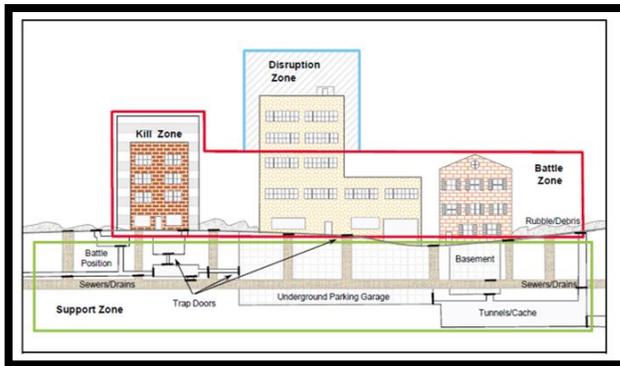
33 WOOD COCKER

87

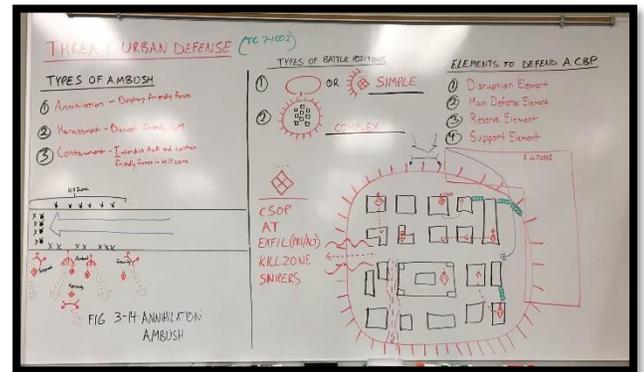
工兵連建置/編裝(MTOE)

(4)A4 單元: 史崔克旅戰鬥隊(SBCT)史崔克戰鬥隊城鎮戰攻擊。

想定地點位於班寧堡(Ft.Benning)所在城市，哥倫布市(Columbus City)市區，置重點於磨練學員在城鎮中之作戰能力，研析如何有效運用城鎮之地形及地物，透過分析接近路線(AOA)，結合縝密之情報分析(IPB)遂行城鎮戰。



多層次戰場環境 (Multidimensional Battlefield)



城鎮戰(Urban Warfare)攻擊架構

四、營教練階段:

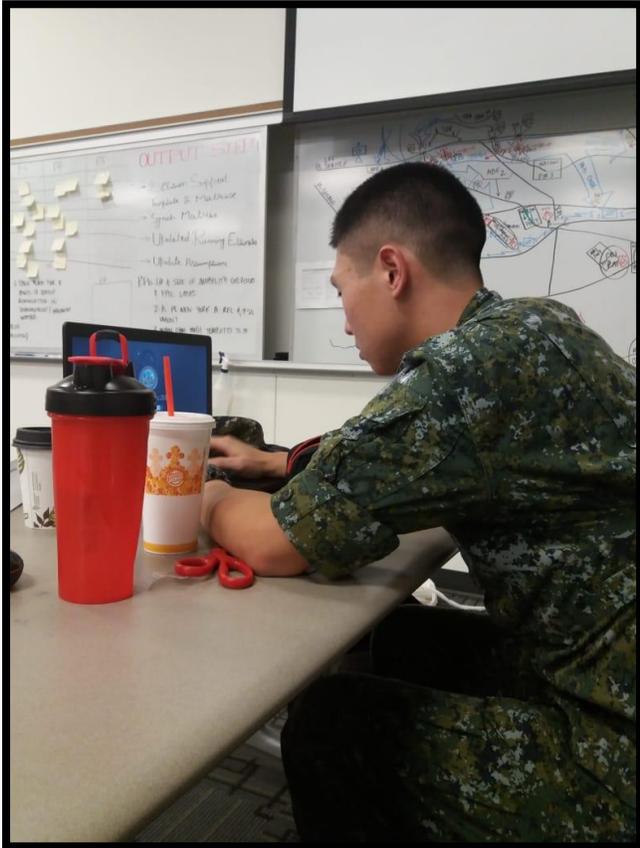
(一)營教練階段(Battalion Phase)共計 3 個想定:

各個想定相互串聯，學員們依想定脈絡逐漸完成上級賦予之任務。

1. 第一想定(B1)為裝騎營偵蒐任務，想定地點為阿塞拜疆(Azerbaijan)境內(B1 ABCT Cavalry Squadron, Atropia)。
2. 第二想定(B2)為輕步兵營攻擊，想定地點為阿塞拜疆(Azerbaijan)境內住民地攻擊(B2 IBCT Light Infantry Battalion Offense, Atropia)。
3. 第三想定(B3)為輕步兵營攻擊/空中突擊隊，想定地點為阿塞拜疆(Azerbaijan)境內城鎮戰(B2 IBCT Light Infantry Battalion Offense/ Air Assault, Atropia)。

(二)營教練階段(Battalion Phase)要求學員輪流擔任各演習參謀職務(Staff Position)，包含副營長(XO)，美軍副營長相同於我軍參謀主任職務、參一人事官、參二情報官、參三作戰官、參四後勤官、參六通資電軍官、

火協官(FSO)等，透過各參運用 MDMP(指揮參謀軍事決心決策程序)完成各項參謀作業。



B3 輕步兵營攻擊/空中突擊隊-參三作戰官



B2 輕步兵營攻擊-參二情報官

(三)本階段各小組教官擔任營長(BN CMDR)、其他教授班(Seminar)擔任友軍、總教官(Team Chief)及戰鬥兵卓越中心(MCOE)教官群擔任上級(Higher)等角色，透過發佈想定要求參謀主任(XO-執行官，由學員擔任)及各參謀依循 MDMP 完成各項作業，學員必須融入小組教官及上級賦予之各種資訊歸納整理成有效資源，並溝通及協調友軍，據以完成營作戰計畫及命令。



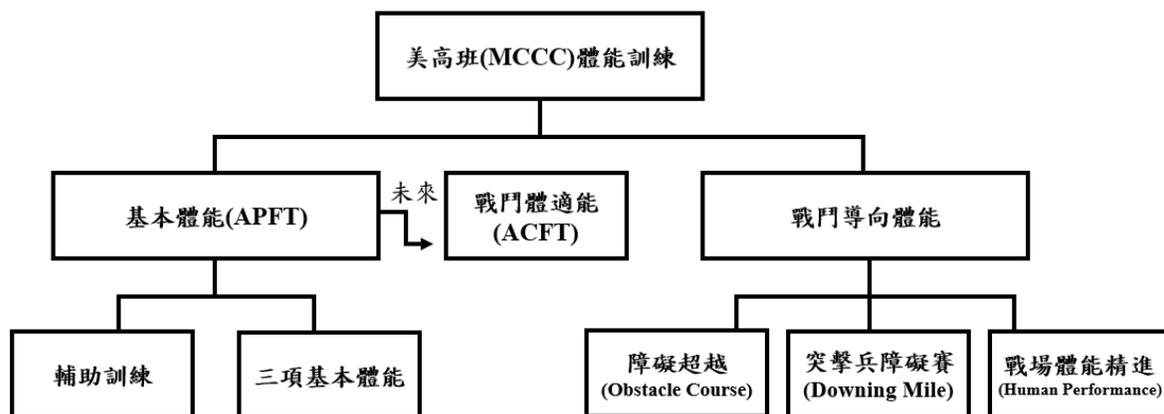
學員向教官簡報我軍行動方案



任務兵棋推演

五、體能訓練:

美國戰鬥兵高級班(MCCC)除了要求學員在課業上追求卓越外，體能方面亦相當嚴格，其目的在磨練學員的毅力與耐力，已達成訓練一員身、心靈都健全的合格連長並能隨時投入戰場(Battle Qualified)。在體能訓練方面分為兩大主軸，分別為基本體能訓練(APFT)，及戰場導向體能訓練(Combat Fitness)等。在戰場導向體能訓練(Combat Fitness)方面，除了障礙超越(Obstacle Course)、突擊兵障礙賽(Downing Mile)和戰場體能精進(Human Performance)外，同時納入美軍最新體測項目-陸軍戰鬥體適能(ACFT)等，預計在 2019 年底前全面取代當前的基本體能訓練(APFT)。基本體能方面與台灣雷同，包括仰臥起坐、伏地挺身和 2 英里跑步等，在訓期間總共有三次



的基本體能測驗(APFT)，分別為入學體能測、期中體能測和期末畢業體測，若未能達到合格標準者，將無法順利結訓。

伍、受訓心得體認:

(1)小組(Seminar)導向及導師(SGL)制

美高班採小班制教學，每班約由 15 至 18 名學員編成一個教授班(Seminar)，此次受訓班次共編成八個小班，各班編制小組教官(SGL, Small Group Leader)一名，教官多為已歷練完連長且具備多次戰場經驗之上尉為主，非美陸軍(陸戰隊)及外籍(英國和澳洲等)教官則為少校軍階。此次，教官編組中，包含裝甲軍官 3 員、步兵軍官 3 員、陸戰隊軍官 1 員、陸航教官 1 員。在課程設計上，美高班擺脫傳統亞洲人的教育方式，不以教官為主要的知識傳播者，而是透過討論的方式，針對戰術戰法、實務操作和經驗分享等，藉由學員們互相地經驗分享和討論，產製出議題的最佳解決方法。教官在每堂課中，扮演的角色僅為促進不同論壇的產生，並適時提供準則和教範針對議題的標準處理方式(SOP)做為參考。同時，教官除了為課業上的良師，亦是各種生活大小問題的益友。

(2)多元體能精進訓練

美國戰鬥兵高級班(MCCC)除了要求學員在課業上追求卓越外，體能方面亦相當嚴格，其目的在磨練學員的毅力與耐力，已達成訓練一員身、心靈都健全的合格連長並能隨時投入戰場(Battle Qualified)。在連教練(Co Phase)階段，以各教授班(Seminar)為單位，由各班編制小組教官(SGL, Small Group Leader)帶領學員們從事體能訓練，每日 0530 時至 0730 時止，實施 2 小時的體能訓練，訓練項目分為兩大主軸，分別為基本體能訓練(APFT)，及戰場導向體能訓練(Combat Fitness)等。在戰場導向體能訓練(Combat Fitness)方面，除了障礙超越(Obstacle Course)、突擊兵障礙賽(Downing Mile)、負重行軍(Ruck March)和戰場體能精進(Human Performance)外，同時納入美軍最新體測項目-陸軍戰鬥體適能(ACFT)等，預計在 2019 年底前全面取代當前的基本體能訓練(APFT)。基本體能方面與台灣雷同，包括仰臥起坐、伏地挺身和 2 英里跑步等。建議台灣部隊亦能參考美軍以實戰(Combat)為基礎設計出的體適能測驗來取代傳統的三

項體能，培養官、士、兵真正符合戰場體能的要求(Requirement)，而不僅僅是體能合格的運動員。

(3)國際視野和未來趨勢

有鑑於當前戰事的錯綜複雜，戰爭/軍事衝突(Conflict)往往不侷限於傳統的國與國之間，國際化的腳步更將各衝突點放大到非戰爭/衝突國上。因此，除了課程規劃的課目之外(準則、實作等)，美高班(MCCC)亦針對每週國際大事將其納入課程之中，學員們透過運用禮拜五的時間，針對本週國際所發生的大事展開討論，其目的在於培養一員具有國際宏觀的軍官。透過研究國際事件，配合各國軍官(IMS)針對本國利益(National Interest)為出發點的討論，不但融入多方意見、增加軍官們的國際視野，亦針對國際上潛在的危險地區，做出初步的風險評估(Risk Assessment)和處置作為的規劃等。

(4)團隊榮譽向心力

在美高班(MCCC)課程的傳統中，以各教授班(Seminar)為單位，組成不同的隊伍角逐美式足球(UFL)競賽。透過改良美式足球的規則，其目的在藉由競賽的過程中，激勵學員們彼此的團隊精神和凝聚向心力。比賽期程為每週三下午 1500-1700 之間，希望透過運動項目，舒緩課業的壓力，並間接達到維持體能之目的。除此之外，在協同演習/實兵操演(FTX)階段，亦將學員們分為兩大陣營，透過彼此的攻防，訓練戰術運用和激發團隊榮譽和向心力，有利於未來實戰合作上之基礎。

(5)數位輔助模擬戰場環境

美高班有別於傳統靜態的教學方式，在課程設計上，採用大量數位模擬輔助訓練系統，例如 JCATS 等，除了透過模擬器來體驗各種戰場環境，亦能熟練各戰車成員(駕駛、射手、裝填手和車長)的位置來熟悉戰場作為，並提供未來重點訓練的基礎。同時，運用數位化的系統將個人完成之營(連)級作戰命令、情報蒐集計畫(IC Plan)、防禦障地規劃和工事阻絕計畫等，透過技術人員輸入模擬系統，由虛擬實境實際演練，從中檢視作戰命令是否可行。國軍目前已建立與美軍相同的 JCATS 系統，並運用於各大小演練之中，作為實兵操演前的電腦兵推，惟其應持續強化 JCATS 系

統運用的比重，同時納入聯合作戰的概念，針對指管系統的運用加強訓練以提升聯戰的成功。

(6)協同作戰和戰場經驗分享

美高班召訓流路頻繁，各施訓梯次往往間隔 1-2 個月之間，以本梯次 MCCC 04-18 為例，與下一梯次 MCCC 05-18 僅相隔 1 個月的時間。美高班的召訓對象不僅侷限於戰鬥官科的軍官(步兵和裝甲)，此次共同受訓的學員包含陸航、砲兵、工兵、國民兵、軍事情報、海軍陸戰隊和特種作戰等兵科，其目的在使各兵科間能吸收彼此經驗，藉由互相了解各單位特性，俾於爾後兵科在協同作戰上更加成功。

陸、建議事項:

1. 多元發展，擇優發展。

首先，職很榮幸能夠有機會赴美受訓，此次受訓除了針對美軍準則架構、戰術戰法、部隊訓練重點項目，及指揮鏈 (Mission Command)活用等主題與美軍學員做深度的研討，以求從中得到未來國軍能夠借鏡之部分外，亦運用課堂或休息時間，與外籍軍官針對其所屬國家的部隊訓練方式來做學習。職發現，國軍在準則和戰術上，長久以來都以美軍為參考對象來發展，惟因為美軍準則為符合戰場的詭譎多變，在更新及發展上，非常平凡和有彈性，相比之下，國軍在準則更新的速度上，就存在著落差。職認為這是因為國軍缺乏像美軍一樣的編修團隊 (現役或軍事專家等)，其任務僅就發展準則和戰術戰法為主。借鏡美軍在此次課程的核心思想，「我們必須具有批判思考，我們必須要有創新力(We Must Think Critically, We Must Be Creative)，職認為在未來國軍的發展上，除了以美軍為主要參考對象，亦可以針對其他國家來做參考，最重要的是規劃和編修的團隊能夠與下級部隊合作，以取得真正符合真實戰場的參數。

2. 有效溝通，健全指揮鏈。

受訓期間，職有幸獲邀出席參與 2018 年美國戰鬥兵論壇 (Maneuver Warfighter Conference)。會議中，除針對新興戰鬥概念-多領域作戰 (Multi-Domain Battle)和地底作戰 (Sub T)等做討論，並同時點出當今

美軍存在的許多問題，例如由美教準部(TRADOC)指揮官湯普森上將 (Gen.Thompson)所提出的美軍基層官兵招募的困境與有效解決辦法、單位裝備維保、數位裝備等等，職發現美軍高層常利用論壇的方式來與基層軍官溝通，透過對話框 (Dialogue)的建立，來了解部隊真正面臨的問題和傳遞上級真實的指揮官企圖 (CMDR Intent)，目的在達成上級指導 (Higher)清晰和下級貫徹命令。

3. 翻轉思想，廣納建言。

過往在派訓的方面，國軍總是針對不同軍售案派出最優秀和有經驗的學員，然國軍在推行改革上仍有進步空間。對此，職常利用課後時間與美軍教官們有進行討論，就美軍立場而言，他們的學員對所受的訓就如同海綿一般，在廣闊的軍事學海之中，他們常能吸好吸滿，真正對所學產生認同。相反地，如果一個訓員早就對某個課程學有專精，那他勢必無法全盤接受，因為在他心中早就烙下個人強烈的主觀思想，而無法做出創新的改變，因為他們早以在過往的環境中 (Past experience)經驗豐富。

4. 展望未來，翻轉態度。

最後，職僅就一段話來分享此次受訓的心得，「軍人就如同園丁之於花草，我們無法改變外在環境，就如同四季變化一般，但我們卻能盡力呵護花草和訓練部隊，以培養出茁壯的國軍部隊」。

柒、附件：

- (1)戰鬥兵卓越中心(MCOE)連教練評分表。
- (2)生活學習照片。
- (3)結訓證書掃描檔。
- (4)ITO 掃描檔。

(1)戰鬥兵卓越中心(MCOE)評分表:

Maneuver Captains Career Course Company Operations Order Evaluation Sheet July16																															
Name: _____					Date: _____																										
Seminar: _____					Block: _____																										
Grader: _____																															
Students are graded on their thoroughness of analysis, development of a plan that maximizes strength and weaknesses, and ability to brief a synchronized and sequential order.																															
100%	97.5%	95%	92.5%	90%	87.5%	85%	82.5%	80%	77.5%	Marginal - 75%	Failed Critical Task - 70%																				
Issues a Company Warning Order incorporating the 5 minimum elements IAW FM 6-0																															
General Situation:		Timeline:		Task Org:		AO:		AOI:																							
<ul style="list-style-type: none"> Analyzes military aspects of terrain, weather, and civil Determine the effects of terrain, weather, and civil consideration Incorporates adequate visual aids (GTAO) Effects translate into conclusions that influence friendly and enemy COAs <ul style="list-style-type: none"> Effective templating of enemy forces and key WPN systems Identify areas conducive to observation and direct fire Effective positioning and maneuver of own assets Understanding of time and spacial relationships Incorporates conclusions of the effects of weather and civil considerations 					<p style="text-align: center;"><u>Significant Conclusions</u></p> <p>O A K O C</p> <p>Weather: Civil:</p>																										
<ul style="list-style-type: none"> Evaluates General situation / Disposition of Enemy Forces <ul style="list-style-type: none"> Demonstrates understanding of enemy's higher operations Concept of enemy operations to include Task and Purpose Evaluates composition and strength of Enemy Forces <ul style="list-style-type: none"> Thoroughly analyzes the enemy Defines through numbers of each subordinate unit and key weapon systems Specifies capabilities of key weapons and US equivalent Briefs significant conclusions on capabilities by WFF <ul style="list-style-type: none"> Significant conclusions are incorporated into the enemy COA Developed HVTL logically supported by WFF capabilities Develops Threat Course of Action Statement <ul style="list-style-type: none"> Clearly states the purpose of the enemy operation Clearly states form of maneuver or form of defense Identifies the enemy's decisive point and states why Identifies task and purpose of key enablers Describes the enemy endstate IRT Enemy, Terrain and Civil SITEMP <ul style="list-style-type: none"> Describes how the threat will achieve its DP and Purpose Sequentially briefs the purpose and employment of key enablers Threat COA depicted on a SITEMP IAW ATP 2-01.3 (1 Level Below BN) Threat COA is in accordance with the enemy's doctrine and/or patterns Threat COA complete from start to finish and includes all key elements of the operation 					<p style="text-align: center;"><u>General Situation / Disposition (1 and 2 LVL Up)</u></p> <p style="text-align: center;"><u>Composition</u></p> <p>Threat Task Organization (Task / Purpose): Numbers: Comparison to US Equivalent:</p> <p style="text-align: center;"><u>Warfighting Function Analysis</u></p> <p>High Value Targets:</p> <p style="text-align: center;"><u>Threat COA Statement</u></p> <table border="0"> <tr> <td>Purpose:</td> <td>DO:</td> <td>T:</td> <td>P:</td> </tr> <tr> <td>Form of Man/Defense:</td> <td>SO1:</td> <td>T:</td> <td>P:</td> </tr> <tr> <td>Decisive Point and Why:</td> <td>SO2:</td> <td>T:</td> <td>P:</td> </tr> <tr> <td>Task and Purpose for Key Enablers:</td> <td>SO3:</td> <td>T:</td> <td>P:</td> </tr> <tr> <td>Endstate:</td> <td>SO4:</td> <td>T:</td> <td>P:</td> </tr> </table> <p style="text-align: center;"><u>SITEMP Quality / Notes</u></p>							Purpose:	DO:	T:	P:	Form of Man/Defense:	SO1:	T:	P:	Decisive Point and Why:	SO2:	T:	P:	Task and Purpose for Key Enablers:	SO3:	T:	P:	Endstate:	SO4:	T:	P:
Purpose:	DO:	T:	P:																												
Form of Man/Defense:	SO1:	T:	P:																												
Decisive Point and Why:	SO2:	T:	P:																												
Task and Purpose for Key Enablers:	SO3:	T:	P:																												
Endstate:	SO4:	T:	P:																												
<p>Demonstrates understanding of the higher commander's mission, intent, and Concept of Ops 1 and 2 levels up.</p> <ul style="list-style-type: none"> Includes Task/Purpose for units 1 and 2 levels up Demonstrates understanding of the Concept of Operation and how their Company fits into the larger operation. Demonstrates understanding of triggers/actions associated with higher operations Describes Friendly and Adjacent Units with T/P 																															
BDE:	Mission	CDRs Intent	Concept of Operation																												
BN:	Mission	CDRs Intent	Concept of Operation																												
<p>Demonstrates ability to produce a proper mission statement which includes the 5 Ws (who, what/task, where, when, why/purpose).</p>																															
Who:	What:	Where:	When:	Why:																											

戰鬥兵卓越中心(MCOE)連教練作戰命令(OPORD)評分表 - 正面

(2)生活學習照片:



陸軍貝里爾中將餐會合影



美高班 04-18 期外籍學員合影



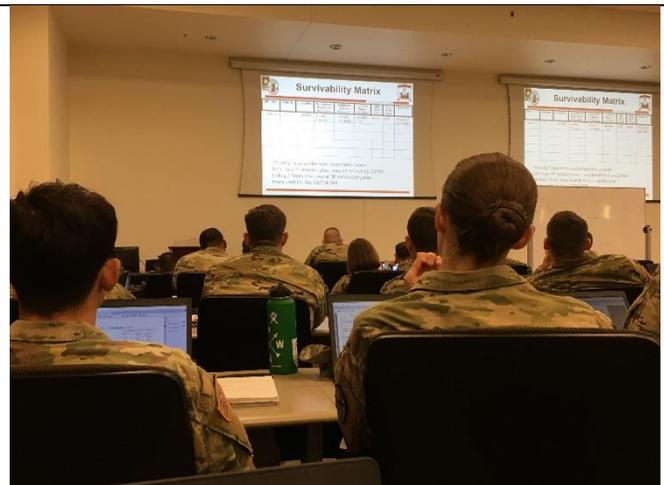
阿靈頓公墓參訪



亞特蘭大 CNN 新聞總部參訪



現地偵察



上課情形



第 4 教授班美式足球隊



華盛頓 D.C. 參訪晚宴



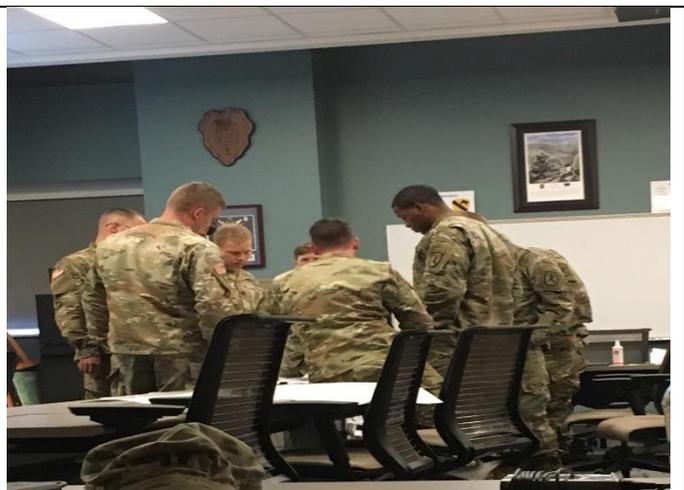
JCATS 電腦兵棋推演



國際戰鬥兵作戰論壇(MWC)

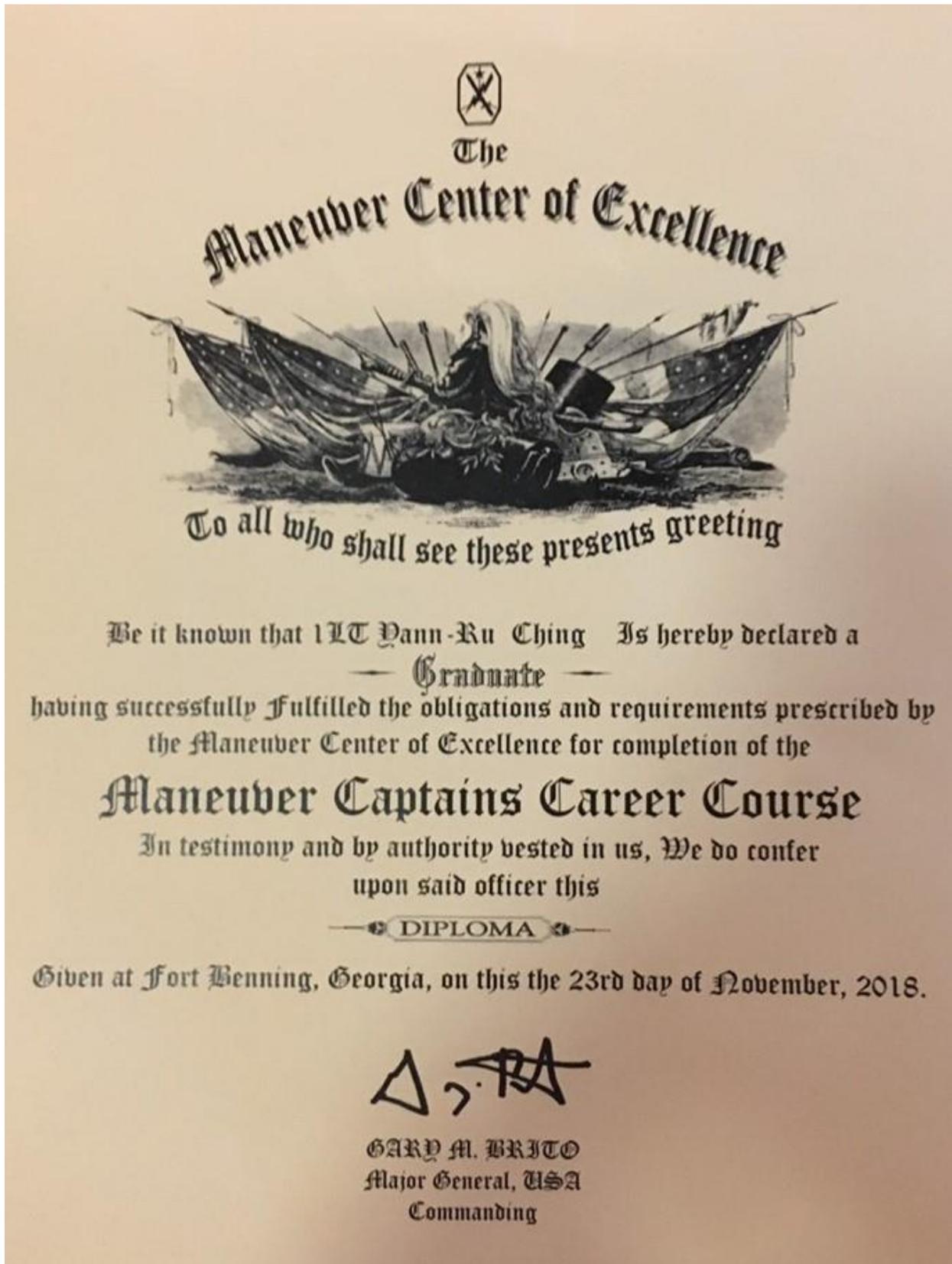


野外操演(FTX)

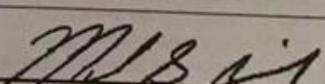


營級參謀會議研討

(3) 結訓證書掃描檔:



(4)學員評鑑表:

INTERNATIONAL STUDENT ACADEMIC REPORT (For International Military Students attending CONUS schools.) (See AR 12-15, AFJI 16-105, and SECNAVINST 4950.4 for forms completion instructions.)					
1. FORWARDING ADDRESS (Subsequent training, if applicable, or country SAO) DEPARTMENT OF STATE 4170 AIT TAIPEI PLACE SECURITY COOPERATION OFFICE (TRAINING BRANCH) WASHINGTON, DC 20521-4170		2. FROM (Training installation preparing form) INTERNATIONAL MILITARY STUDENT OFFICE (IMSO) 7561 MICHAEL STREET BLDG 2651 FORT BENNING, GA 31905			
3. STUDENT NAME (Last, First, Middle Initial) CHING, YANN-RU	4. GRADE/RANK 1LT	5. COUNTRY TAIWAN	6. FMS CASE OR IMET FY AND WCN IMET 181 WCN 8035		
7. COURSE TITLE MANEUVER CAPTAINS CAREER COURSE 04-18		8. COURSE ID NO. 2E-F263	9. COURSE MASL B171699		
		10. DURATION OF COURSE a. FROM (YYMMDD) 180605			
		b. TO (YYMMDD) 181120			
11. DID STUDENT COMPLETE COURSE? (X one) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in Item 15)	12. STUDENT WAS AWARDED: (X one) <input checked="" type="checkbox"/> a. DIPLOMA/CERTIFICATE OF COMPLETION <input type="checkbox"/> b. CERTIFICATE OF ATTENDANCE <input type="checkbox"/> c. OTHER (Explain in Item 15)		13. ENGLISH COMPREHENSION LEVEL (Enter test score) a. IN-COUNTRY TEST 92		
		b. CONUS TEST 98			
14. STUDENT'S ACADEMIC EVALUATION					
a. RATINGS SCALE (Enter in Items 14.b. and 14.c.) 1 EXCEPTIONAL 2 EXCELLENT 3 VERY SATISFACTORY 4 SATISFACTORY 5 UNSATISFACTORY (Explain in Item 15) 6 NOT OBSERVED (Explain in Item 15)	b. LANGUAGE PROFICIENCY		c. PERFORMANCE IN CLASS		
	(1) COMPREHENSION		ITEM		
	1		(1) ATTITUDE AND MOTIVATION	3	
	(2) SPEAKING		(2) ATTENDANCE AND PUNCTUALITY	2	
	1		(3) ABILITY TO GRASP INSTRUCTION	4	
	(3) READING		(4) PERFORMANCE IN PRACTICAL EXERCISES	3	
1		(5) PARTICIPATION IN CLASS ACTIVITIES	3		
(4) WRITING		(6) POTENTIAL AS INSTRUCTOR (If applicable)	6		
1					
15. REMARKS ON ACADEMIC PERFORMANCE, AWARDS, AND OTHER INFORMATION (Use back if more space is required) 1LT Ching performed in an SATISFACTORY manner at the Maneuver Captains Career Course (MCCC). He illustrated an ability to quickly analyze a situation and develop concepts and courses of action enabled him to brief tactically sound orders and mission briefs. He demonstrated a thorough grasp of U.S. Army doctrine, terminology and graphics. 1LT Ching's firm comprehension of the Military Decision Making Process was displayed in quality and detailed staff products, regardless of his assigned position. 1LT Ching is an intelligent officer with a high degree of common sense and tactical judgment. He has well-developed oral and written communicative skills. 1LT Ching has SUCCEEDED throughout MCCC and possesses leadership and analytical abilities that will allow to him succeed in company command and staff positions. He is a professional officer that always maintains an impressive level of fitness, military bearing and appearance.					
16. REMARKS ON STUDENT'S PARTICIPATION IN EXTRACURRICULAR AND COMMUNITY AFFAIRS (On and off training installation) (Use back if more space is required) All International Military Students have the opportunity to participate in the Department of Defense Field Studies Program while attending classes at the Maneuver Center of Excellence. This is an educational program offering insight into US institutions, ideals and social customs with emphasis on internationally recognized human rights. During his course 1LT Ching participated in the Field Studies Program as conducted by the International Military Student Office (IMSO). Activities in which he participated included the Columbus Orientation Tour (local history, government and economy), the two-day Atlanta tour, Southeastern Tour (state history, government, media, economy, environmental issues and human rights), and the six day Washington DC Pentagon-sponsored visit (federal government, history, human rights). The Field Studies Program is an important aspect of any student's stay at the Maneuver Center of Excellence and contributes to a greater understanding of our country, its citizens and the rights and freedoms the American people enjoy.					
17. EVALUATOR					
a. NAME (Last, First, Middle Initial) Robinson, Drew, A	b. GRADE O-3	c. SIGNATURE ROBINSON DREW A DDISON 1249776358			
18. INTERNATIONAL MILITARY STUDENT OFFICER					
a. NAME (Last, First, Middle Initial) IRISH, MARK S.	b. GRADE GS-13	c. SIGNATURE 			

DD FORM 2496, FEB 96

PREVIOUS EDITION IS OBSOLETE.

Adobe Professional 8.0

(五)國際旅行命令(ITO)掃描表:

ORIGINAL

Invitational Travel Order (ITO) for International Military Student (IMS)

- 1. ITO Number: TWBOEI0018035
- 2. Country/Organization: Taiwan
- 3. Date: 11-Apr-18

The U.S. Government hereby issues this ITO for the IMS herein named to attend the course(s) of instruction herein listed, subject to the terms and conditions contained herein, and as may be amended by competent authority. This ITO is the only document that will be used and is valid only for the IMS entering U.S. training under the Foreign Assistance Act of 1961, as amended, or the Arms Export Control Act.

Definitions of acronyms and abbreviations contained in this document, and instructions for completing this form are provided in the Joint Security Cooperation Education and Training Regulation, JSCETR / Joint Security Assistance Training Regulation, JSATR (SECNAVINST 4950.4A/AR 12-15/AFI 16-105). This computer generated, letter format ITO is authorized in accordance with the Security Assistance Management Manual (SAMM), DoD 5105.38-M.

- 4. Issuing Security Cooperation Organization (SCO).
 - a. Name of Organization: Security Cooperation Office (SCO), AIT/Taipei
 - b. Mailing Address: Department of State
4170 AIT Taipei Place
Security Cooperation Office (Training Branch)
Washington, DC 20521-4170
 - c. E-mail Address: pengkks@state.gov

- 5. Program Type: FMS: Foreign Military Sales TW-B-OEI001

- 6. IMS Information:
 - a. Surname: Ching
 - First Name: Yann-ru
 - b. Sex: MALE
 - c. Country Service Rank: O-2
 - d. U.S. Equivalent Rank/Pay Grade: O2
 - e. Country Service: Army
 - f. Country Service Number: L124486682
 - g. Date of Birth: 01-Jun-94
 - h. Place of Birth: Taichung, Taiwan
 - i. Passport Number: 310753290
 - j. Country of Citizenship: Taiwan
 - k. Visa Number: M6997213
 - l. Visa Type: E-1
 - m. Military Unit/Organization: 586th Armor Bde, TA

- 7. Invitation.

The Secretary of Department of the Army invites the IMS listed in Item 6 of this Order, to proceed from Taiwan to FORT BENNING, GA 31905, reporting on 07-May-18 for the purpose of commencing training listed in Item 8 of this order.

- 8. a. Authorized Training: No additional training to that specified in this order will be provided.

CASE: OEI001

a. WCN: 8035A 561998.3	MASL: B171699	Title: MANEUVER CCC IMSO PREP
Military Service Course No: 2E-F263 (X)		School: USATC-Benning
Location: FORT BENNING, GA 31905	Report Date: 07-May-18	End Date: 11-Jun-18

CASE: OEI001

b. WCN: 8035B 561998.3	MASL: B171701	Title: MANEUVER CAPTAINS CAREER
Military Service Course No: 2-7/17-C22		School: USATC-Benning
Location: FORT BENNING, GA 31905	Report Date: 05-Jun-18	End Date: 23-Nov-18

*****Last Line*****

- 9. Funding.

Fund Cite: 097 8242TWXTXX A57XX OEI001B 21TO 8035Q BTW0439261Y001 F.0004958.27.54 5057068194 001 402095 77 021001

- 10. Language Prerequisites:
 - a. Highest Required ECL: 75
 - b. IMS completed in-country English language testing as follows:

ECL Exam No: 18D	Date Completed: 31-Jan-18	Score: 92
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- 11. Security and Student Screening:
 - a. Human Rights, Security, and Medical screening have been completed in accordance with SAMM C10.8. and JSCET paragraph 10-39 for IMS listed in item 6 of this order. The IMS was properly screened via Department of State (INVEST) and within DoD, Homeland Security and other required USG databases for records of human rights abuses, drug trafficking, support of terrorist activity, corruption, criminal conduct, or other activities inconsistent with U.S. policy goals. U.S. security requirements have been complied with. See 11.a.2 for U.S. equivalent security clearance granted by IMS home government. This in and of itself does not permit the disclosure of classified U.S. information. Such disclosure must be specifically authorized by an officially delegated authority and U.S. foreign disclosure regulations or directives. The IMS may require a security clearance to gain computer access or building/site access associated with training.
 - 1). The highest U.S. classification level required for training is: Unclassified.
 - 2). The U.S. equivalent security clearance level granted to the IMS by the home government is Secret.

- 12. Conditions:
 - a. Dependents: Dependents are not authorized by U.S. authority to accompany the IMS or join the IMS while in training.
 - b. Medical Services.
 - IMS:
 - IMS under FMS.
 - Non-NATO/PPF SOFA IMS-Case. Charges for DoD and civilian medical and emergency dental care are chargeable to the case and will be forwarded to the appropriate MILDEP for processing.
 - MilDep Billing Address: Army: HQ MEDCOM ATTN:MCRM-F
2748 WORTH RD STE 9

ORIGINAL

JBSA Fort Sam Houston, TX 78234
Or items may be scanned and emailed to:
usarmy.jbsa.medcom.mbx.medcom-ims@mail.mil

DD Forms 7 and or 7A will be used for DOD reimbursements and SF 1034 for civilian reimbursements.

- (d) Medical Examinations (Before CONUS Arrival)
Medical examination, to include HIV Test, was completed on 14-Feb-18.
- c. Participation in Hazardous Duty.
IMS is authorized to participate in hazardous duty training.
- d. Physical Fitness Training.
Participation in physical fitness training is required. Check SC-TMS Course Description, International Notes, and Prerequisites for prerequisite physical fitness requirements.
- e. Leave.
Upon completion of training, IMS is not authorized leave, and will proceed immediately as directed to home country.
- f. Living Allowances.
Living allowance is responsibility of the foreign government.
- g. Travel.
Travel is responsibility of the foreign government.
- h. Travel by POV.
IMS is authorized to travel by POV.
- i. Baggage.
No baggage will be transported at U.S. government expense.
13. Terms:
- a. Prior to departure from home country, the IMS and dependents listed herein are required to be medically examined and found physically acceptable in accordance with the health provisions of the Immigration and Nationality Act (8 USC 1182(A)(1)-(7)); Public Health Service, Department of Health and Human Services, 42 CFR Part 34, Medical Examination of Aliens, and 42 CFR Part 71, Foreign Quarantine; applicable U.S. MILDEP regulations; and other U.S. laws or DOD directives and regulations which may be enacted from time to time.
- b. The home country will ensure that the IMS has sufficient funds in United States dollar instruments to meet all expenses while en route to and to include living allowance for not less than the first 2 weeks and not more than 30 days of training, pending receipt of applicable pay and allowances by the IMS.
- c. Prior to departure from home country, the IMS and dependents listed are required to acquire and maintain healthcare insurance coverage through the duration of their training in the U.S.. The IMS will be responsible for custodial fees and personal debts incurred by self or family members. This includes accepting responsibility for reimbursing the providers of all emergency/non-elective medical costs for the IMS and all authorized dependents during their stay in the U.S.. If the IMS permits his healthcare policy to lapse, is unable to meet these financial obligations and the home country government has not agreed to indemnify the costs, the student may be withdrawn from training and returned to home country. This will jeopardize future grant funding and training allocations for the country.
- d. The IMS will bring adequate uniforms and work clothing for field duty or technical work. U.S. fatigue uniforms and footwear will be purchased by the IMS in the event that the country work uniforms are inadequate. When flying training is involved, required special flight clothing and individual equipment will accompany the IMS, or provisions will be made by the home country or the IMS to obtain the use of all necessary equipment prior to start of training. The IMS will also possess adequate civilian clothing for off-duty wear.
- e. The Government of the United States is responsible for IMS travel which is part of the training program and for which costs are part of the course tuition.
- f. The IMS will comply with all applicable U.S. Military Service regulations.
- g. The United States may cancel training and return to country IMSs who violate U.S. law or Military Service regulation or who are found otherwise unsatisfactory. The IMS government will be alerted to such action in accordance with U.S. MILDEP regulations.
- h. The Government of the United States disclaims any liability or financial responsibility for injuries received by the IMS listed herein while in transit to and from the training installation, while undergoing training or while in leave status, and any liability or financial responsibility for personal injury claims or property damage claims resulting from the IMS action.
- i. The IMS will participate in flights of U.S. military aircraft as required for scheduled course(s) or as specified in U.S. MILDEP regulations.
- j. The acceptance of this order by the host country constitutes agreement that an IMET funded student will be utilized, upon return to the host country, in the skills for which he was trained for a period of time sufficient to warrant the expense to the U.S. Government, in accordance with the SAMP, Chapter 10.
14. Implementing Authority:
a. MILDEP AUTHORIZATION: 0701246
b. Date: 16-Jan-18
15. Special Remarks:
This training Case allows for local area billeting or housing costs (max \$110 per night) for on-post/base or off-post/base billeting or housing when on-post/base billeting or housing is not available. US military installation Billeting Facilities or Housing Authorities who accommodate, or who arrange local area billeting, lodging or housing, can utilize the fund cite offered in para 9 of this ITO to direct bill the US Army DFAS. IMS required to utilize off-post/base area housing (i.e., local apartment) with no capability of direct DFAS billing, are responsible for all contracts and will work with local IMSO for reimbursement from US Army DFAS. IMS is not authorized Case funding to support any travel, messing or incidentals.

Retainable instructional materials should be shipped to:
TA Liaison Officer
c/o Training Branch
Security Cooperation Office
4170 AIT Taipei Place

SC-TMS generated ITO # TWBOEI0018035

Page 2 of 3

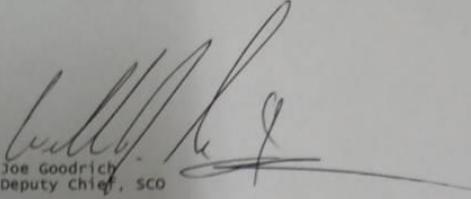
ORIGINAL

washington, DC 20521-4170

ORIGINAL

16. Distribution:
1-USATC-Benning
FORT BENNING, GA 31905
1-SATFA
1-AIT/Taipei
1-TECRO/W
3-Individual

17. ITO Authorization:
a. Signature of U.S. Authority Authenticating Orders:
// SIGNED //
b. Title:


Joe Goodrich
Deputy Chief, SCD

