

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

JAN-FEB 2017



Director's Corner

Several of our newly released products are highlighted in this issue of the CALL Insider. In particular, I want to draw your attention to the Joint Air Ground Integration Center (JAGIC) and Mission Command Training in Unified Land Operations. The JAGIC Handbook is a must read for anyone headed to or serving on division staff because of the JAGIC's value as a tool for the division commander. The Mission Command Training Program (MCTP) completed its fiscal year (FY) 16 trends analysis product to help commands and staffs prepare for exercises and operational missions. You may also be interested in our News From the Front article featuring observations from the Joint Multinational Training Group-Ukraine. Here you will learn how Ukrainian soldiers are adapting to the enemy tactics they are facing on the frontline. It really puts into perspective the importance of why we do, or should do, certain things like use of cell phones, social media, operations security, and camouflage. In the coming months you can look forward to products on home station training and support area operations. We are also updating one of our most popular publications, the *Radio and System Operators Handbook*, to include instructions for operating Capability Set 15 equipment.



As we head into March, we are preparing to execute the annual Army Lessons Learned Synchronization Workshop (ALLSW) here at Fort Leavenworth, KS. This workshop is our one chance to meet face-to-face with members of the lessons learned community of interest (COI) to plan and coordinate topics, products, and collection events for the upcoming FY. This collaboration will ultimately lead to the development of the FY18 Army Lessons Learned Annual Plan (ALLAP) later this summer and distribution to the field by early fall. If you haven't registered yet and you plan to attend, go to the [ALLSW Site](#) (Common Access Card required) today!

As always, our focus is on providing resources and support to the force. If we are not meeting your requirements, I would appreciate your feedback through our request for information line at 913-684-3035.

COL Mike Pappal

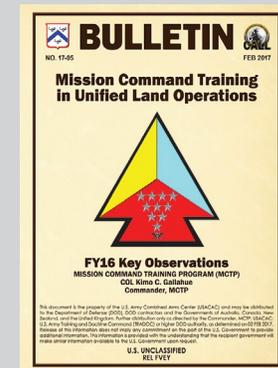
Recent CALL Publications



17-04: Joint Air Ground Integration Center (CAC login required)

The JAGIC provides the division commander and staff a powerful joint team to rapidly integrate and synchronize Army and joint fires, while controlling division assigned airspace. The JAGIC is modular and scalable, designed to integrate and coordinate fires and air operations over and in the division commander's area of operation.

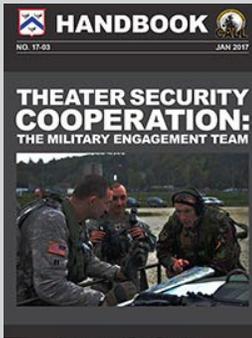
This "smart book" is designed to exploit lessons and best practices from numerous warfighter exercises, experiments, and named operations in order to empower division commanders and their staffs to learn from others. These insights should prove invaluable to division commanders and their staffs to discern and apply to their respective organizations to avoid inefficiencies and maximize mission effectiveness, while reducing ramp-up time to implement and execute. The JAGIC is the division commander's weapon system. [JLLIS link](#) (CAC login required).



17-05: Mission Command Training in Unified Land Operations (CAC login required)

MCTP's Key Observations expresses the impressions collected by MCTP observer-coach/trainers (OC/Ts) during training exercises throughout fiscal year 2016. The information in this bulletin comprises the most recent and salient points distilled

from multi-echelon, multi-component mission command training exercises conducted in the decisive action training environment (DATE). This bulletin seeks to increase readiness by serving as a resource for commands and staffs to use in home station training, whether in preparation for an MCTP exercise or an operational mission. [JLLIS link](#) (CAC login required)



17-03: Theater Security Cooperation: The Military Engagement Team

This handbook describes how the unique experiences and skills of the MET enable the successful execution of military-to-military engagements. The MET conducts these engagements through security cooperation with regional military partners in

the designated Army Service component command area of responsibility in order to develop relationships, enhance partner capabilities, and enhance interoperability, all of which support regional stability and security. The MET uses its extensive military and civilian skills to promote conditions for cooperation, regional security, and regional stability one engagement and one relationship at a time. [JLLIS link](#) (CAC login required)

Ulchi Freedom Guardian (UFG) '16: Initial Impressions Report (IIR) (CAC login required)

This IIR provides the lessons and way ahead for the annual 8th U.S. Army exercise and for routine Korea theater of operations (KTO) activities with a focus on noncombatant evacuation operation (NEO), countering weapons of mass destruction (CWMD), and multinational (MN) interoperability with our Korean partners. The IIR is also multi-echelon, as it focuses on both 8th Army and higher levels, as well as the subordinate combined U.S.-Republic of Korea (ROK) 2nd Infantry Division and ROK division; multifunctional, as it features the 20th CBRNE Command and 412th Theater Engineer Command; and multi-component, as it features lessons from a reserve component chemical brigade. The report is useful for units stationed in or rotating to the KTO, anyone planning or executing future UFG or Key Resolve exercises, or for those involved in MN, NEO, or CWMD operations. This IIR establishes a base for several future products focused on the KTO. [JLLIS link](#) (CAC login required)

Graphic Training Aid (GTA) 03-08-002: Contaminated Casualty Care

This GTA provides a quick reference on contaminated casualty care (CCC). It is useful for all types of units, in addition to the medical and CBRN fields, and reflects recent doctrine on establishing a CCC site. The GTA is valuable for those stationed in or rotating to the ROK, deploying to an area with CBRN threats, or training at home station. As the combat training centers (CTCs) continue the trend of introducing enemy CBRN attacks, this card will be useful for rotating units' overall decontamination planning. Publically releasable, it is also available for unified action partners (UAPs), and will be an attachment to an upcoming CALL combat casualty care handbook. [JLLIS link](#) (CAC login required)

News From the Front (NFTF)

NFTF: Joint Multinational Training Group-Ukraine (JMTG-U): Ukraine Anti-Terrorism Operations Perspectives from the Donbas (CAC login required)

Since Russia annexed Crimea in 2014, the Ukrainian Armed Forces have encountered a new hybrid style of warfare involving Russian conventional and special operations forces and their separatist proxies. In response, the Joint Multinational Training Group-Ukraine has provided mission command for a U.S.-led assistance force to help build the capability and capacity of the Ukrainian forces. CALL analysts who deployed in country interviewed Ukrainian soldiers about the enemy tactics they confronted and how they adapted. This NFTF article documents those experiences. [JLLIS link](#) (CAC login required)

NFTF Best Practice: The Mounted Combined Arms Rehearsal

Rehearsals are arguably the most important step of the planning process. Rehearsals identify friction points and allow the commander to ensure everyone understands his intent prior to the operation. The mounted CAR, when designed and executed properly, adds value to the traditional terrain-model CAR, and provides the additional benefit of exercising our mission command systems. [JLLIS link](#) (CAC login required)

NFTF: 369th CBRN Company Smoke Operations (CAC login required)

For the first time in more than 13 years, large-area obscuration was used to support offensive operations when the U.S. Army supplied M56E2 Coyote Smoke Generator Systems (SGS) mounted on high mobility multipurpose wheeled vehicles (HMMWV) along with training to the Iraqi Army. This article documents the lessons learned and best practices discovered while executing the mission. [JLLIS link](#) (CAC login required)

NFTF: Task Force Atlas: Counter-Chemical Warfare Working Group (CAC login required)

The Counter-Chemical Warfare Working Group (C-CW WG), chaired by Task Force (TF) Atlas, brings the C-CW community of interest together in an effort to defeat ISIS CW capabilities. This article discusses TF Atlas' role in the C-CW fight and in the function of the C-CW WG. [JLLIS link](#) (CAC login required)

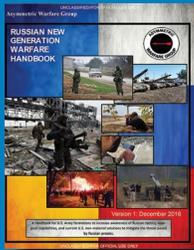


NFTF: Operational Contracting Support Integration Cell (OCSIC) - CJTF-OIR (CAC login required)

The CALL liaison officer (LNO) to Combined Joint Task Force-Operation Inherent Resolve (CJTF-OIR) conducted targeted engagements with CJTF staff on the topic of operational contract support to the CJTF and operational contracting integration. The LNO interviewed key leaders within the CJTF headquarters and the 408th Contracting Brigade. The results of these interviews highlighted several lessons and best practices drawn from their experiences in the U.S. Central Command area of responsibility (AOR) with the CJTF-OIR Operational Contracting Support Integration Cell (OCSIC). [JLLIS link](#) (CAC login required)

Volunteers Needed!

CALL is seeking highly motivated U.S. Army CPTs, MAJs, LTCs, MSGs, and SGMs to serve as embedded liaison officers (E/LNOs) in Southwest Asia (Kuwait, Afghanistan, and Iraq). Prospective officers and noncommissioned officers (NCOs) must be worldwide deployable, meet Army height/weight standards, and be comfortable working in brigade, division, and higher headquarters settings. These positions require interaction with general officers and senior staff members, so excellent writing and speaking skills are a must. CALL E/LNOs perform a vital role integrating into the supported commands' staff and serve as the subject matter expert (SME) on lessons learned and lessons management. Additionally, as the forward analytical collection element (FACE) of CALL, E/LNOs conduct collections of lessons and best practices for CALL via temporary duty travel as well as the directed collection priorities of the supported command. Finally, E/LNOs provide reachback capabilities for the supported units to CALL and its massive archive systems and SMEs on multiple disciplines. These positions are open to Active Component Army, Army National Guard, Active Guard Reserve, Army Reserve, and Individual Ready Reserve (IRR) Soldiers. These positions are not open to retirees, O1-O2s, or E1-E6s at this time. If you are interested in applying or would like additional information please call our RFI line at 913-684-3035.



Asymmetric Warfare Group: Russian New Generation Warfare Handbook

Now available in print! Order yours today at call2.army.mil (CAC login required)

Chief National Guard Bureau Instruction 3300.03: Joint Lessons Learned Program

If you are in a National Guard unit, take a moment to review this instruction establishing policy and assigning responsibility for the National Guard Joint Lessons Learned Program (NG JLLP). This policy establishes a JLLP at the National Guard Bureau and in each NG Joint Force Headquarters-State to capture observations, lessons learned, and best practices for enhancing readiness, capabilities, and effectiveness of NG operations, reducing redundancies, and managing costs effectively in accordance with mission goals as they pertain to domestic operations and joint activities.

Lessons Learned Course Training



CALL is seeing a significant spike in attendance from Army Service component commands (ASCCs), Training and Doctrine Command (TRADOC) institutions, some major commands, Army National Guard, and the Army Reserve. Active Army operational and tactical units, we are looking for you! Don't wait until you are about to deploy to train and establish your program. Army Regulation 11-33 requires all brigades and higher (or specialty units/units that deploy and operate separately) to have a lessons learned (LL) program. The LL course trains your people to help you maximize time and resources by using best practices from those that have gone before you.

Our next Fort Leavenworth course (1-5 MAY) is already full. Make your Army Training Requirements and Resources System (ATRRS) reservations early to guarantee your personnel a seat. More information about the course, available dates, and how to register can be found at: <http://usacac.army.mil/organizations/mccoe/call/ll-course.aspx>. Remaining 2017 open LL course dates at Fort Leavenworth are:

- Class 005, 26-30 JUN 17
- Class 006, 14-18 AUG 17
- Class 007, 25-29 SEP 17
- Class 001, 23-27 OCT 17
- Class 002, 4-8 DEC 17

CALL can conduct mobile training at your location; however, requesting units must fund this TDY. If you are interested in scheduling a mobile training team call our request for information line at 913-684-3035.

Register now for the Lessons Learned Workshop!

CALL will host the FY18 Army Lessons Learned Workshop (ALLSWS) 28-29 MAR 2017 at the Frontier Conference Center, Fort Leavenworth, KS. This annual event consolidates and endorses topics to drive Army collection, analysis, and product development for the upcoming fiscal year. For more information, or to register, go to <https://combinedarmscenter.army.mil/collaboratives/OEFLForum/ALLP/default.aspx> (CAC login required).



Coming Soon to CALL

Leader’s Guide to Sustainment Maturation Teams

This publication provides an in-depth analysis of the effects that local environmental factors may have on sustainment operations. The analysis of on-ground conditions, coupled with continued relationships, is a force multiplier, which will save valuable time in a period of crisis. United States Army Europe has integrated two-person sustainment maturation teams (SMTs) into each NATO Force Integration Unit (NFIU) to improve the common operational picture across Europe and develop country-specific reception, staging, and onward movement (RSOM) concepts of support. The SMTs integrated into the NFIUs and developed relationships that would allow them to gain in-depth knowledge of the personnel, processes, procedures, infrastructure, and host-nation support capabilities and capacities within their region.

Home Station Training

Units can train at any time, at any location: home station, CTCs, or when deployed for operations. Units spend most of their time training at home station. The home station training environment offers a variety of training resources. Those commanders and leaders who understand the opportunities and challenges of home-station training have a definite edge. Also, understanding Army doctrine and other resources can be used to develop more focused, realistic, and effective training. This handbook aims to inform commanders and leaders of these lesser known resources and procedures.

CBRN Individual Protective Equipment GTA

Learn the detailed and essential components of your individual protective equipment (IPE) in this handy tactical pocket reference. This GTA also has guidance to tailor your equipment, and specific details on the M50 protective mask, to include how to drink and communicate with it, as well as detection and overall Joint Service Lightweight Integrated Suit Technology (JSLIST) guidance. This GTA is useful for individuals, buddy teams, home station training and any unit preparing for a CTC or operational deployment. It is also critical for friendly force recognition and in low-visibility areas. Photos identify key IPE pieces and show their proper wear.

Atlantic Resolve: Building a Stronger Europe

Operation Atlantic Resolve is a demonstration of continued U.S. commitment to collective security through a series of actions designed to reassure NATO allies and partners of America’s dedication to enduring peace and stability in the region. These training events improve interoperability, strengthen relationships among allied armies, contribute to regional stability, and demonstrate U.S. commitment. This handbook will provide the 16th Sustainment Brigade’s lessons during Operation Atlantic Resolve. These include lessons from RSOM, theater sustainment, movement control, fuel distribution, and more.

Tactical Combat Casualty Care Handbook

Tactical Combat Casualty Care (TCCC) has saved hundreds of lives during the nation’s conflicts in Iraq and Afghanistan. Nearly 90 percent of combat fatalities occur before a casualty reaches a medical treatment facility. The prehospital phase of care is the focus to reduce deaths in combat; however, few military physicians have had training in this area. The TCCC effort has transcended Service and medical specialty differences, expertly processed new information, and developed evidence-based, best-practice guidelines that have completely transformed battlefield trauma care.



Joint Readiness Training Center



The Joint Readiness Training Center (JRTC) Operations Group began 2017 with Decisive Action Training Environment (DATE) 17-03 for the 2nd Brigade Combat Team (BCT), 10th Mountain Division. The 2/10 "Commandos" performed well in meeting the challenge. The 3rd Special Forces Group (SFG) provided an Operational Detachment-Bravo (ODB) with several Operational Detachment-Alphas (ODAs) and the U.S. Air Force provided the full suite of U.S. airpower. A company from the United Kingdom (UK) Royal Australian Regiment added multinational interoperability to the complexity of the rotation. Four active foreign service officers from the U.S. Agency for International Development (USAID) joined the JRTC interagency team and the 10th Mountain Division tactical command post joined 2/10 for the fight. February shifted to DATE Rotation 17-04 for 2nd BCT, 25th Infantry Division with 7th SFG, 1st Battalion, 75th Infantry, and a battle group (battalion) from the UK's Duke of Lancaster's Regiment.

The JRTC Operations Group-CALL team opened the new year with Newsletter 17-02, DATE at the JRTC Volume XIV Company-Level Combined Arms Maneuver. The CALL cell also selected another 23 articles for publication in the upcoming DATE at the JRTC XV. The cell completed the collection of the 3rd and 4th Quarter fiscal year (FY) 16 trends and assembled them with Commander Operations Group key issues and senior observer-coach trainer "Top 60" challenges for publication via the JRTC section of the CALL CTC Resources web page. Five sanitized rotational take-home packages (THPs) from a previous 6-month cycle completes this trends package. The JRTC CALL cell is currently packaging the next five THPs to support the 1st and 2nd FY17 trends submission due the end of April and has started a new DATE folder that is security force-centric, with four articles from the 3-353rd and other articles from the Operations Group.

Resources for rotational training units (RTUs) can be found at the [JRTC Community of Practice \(COP\)](#) on JLLIS.

National Training Center



Due to the proficiency of the opposing force (OPFOR), the 11th Armored Cavalry Regiment (ACR), the National Training Center is able to conduct tough realistic training preparing BCTs for combat. The mission of the 11th ACR is to provide a hybrid threat to defeat U.S. Army BCTs. CALL has partnered with the 11th ACR to support the development of lessons and best practices obtained from its operations, package those lessons and best practices, and disseminate them across the U.S. Army. This mission directly supports the 11th ACR in continuing to be a world class opponent that supports training rotational units. The 11th ACR's unique insight gives quality information to U.S. Army units and assists in the improvement of units across the force. Expect to see future articles written and inspired by OPFOR published through CALL channels and disseminated across the U.S. Army.

Resources for RTUs can be found at the [CALL COP](#) and [NTC COP](#) on JLLIS.

Joint Multinational Readiness Center



Joint Multinational Readiness Center (JMRC) recently completed Rotation 17-02B, a mission rehearsal exercise for the Republic of Georgia's 23rd Infantry Battalion before its deployment to Afghanistan. JMRC also supported Exercise DYNAMIC FRONT II, with the purpose of having North Atlantic Treaty Organization (NATO), U.S., and multinational fires units work together to develop solutions to identify gaps and limitations within the theater-level fires system. This occurred by executing multi-echelon fires and test interoperability at the tactical level with Artillery Systems Cooperation Activities (ASCA) and aspiring ASCA members in a live environment.

JMRC then prepared for Rotation 17-03, ALLIED SPIRIT VI, a United States Army Europe-directed exercise focused on multinational unified land operations and promoting integration and interoperability with multinational partners from 15 nations. The rotation featured a Latvian brigade headquarters operating under the Decisive Action Training Environment-Europe (DATE-E) scenario, formerly referred to as the SKOLKAN scenario.

After publishing Newsletter 16-29, Decisive Action Training Environment at the JMRC, Volume III, CALL is nearing completion of a fourth volume on the same theme and also planned for public release. Article collections continue for building a fifth volume. These volumes are intended to supplement the information contained in CALL handbooks 15-17 and 16-18, which encompass multinational interoperability skills needed by BCT Soldiers and leaders for future success during the conduct of unified land operations.

Resources for RTUs can be found at the [JMRC COP](#) on JLLIS.

Social Media

Want to be informed about new products and items of interest at CALL? Like us on Facebook @CenterforArmyLessonsLearned or follow us on Twitter @USArmy_CALL.



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