

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

MAR-APR 2017



Director's Corner

We are nearing the end of a busy spring with the release of several great publications that I hope you will take time to read and share. The *Reconnaissance and Security Commander's Handbook* and the *Brigade Engineer Battalion and BCT Integration Handbook* are both excellent resources that were developed using lessons and best practices from combat training center (CTC), home station, and operational experiences. We are also in the process of updating several highly relevant, yet somewhat dated, CALL products. This includes an update to *Rehearsals* (98-05) and the addition of a volume 4 to the *Fighting with Fires* series of publications.

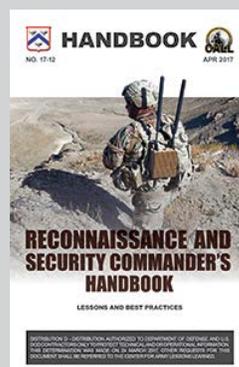


We are also developing a common operational picture (COP) handbook that will incorporate elements of other products such as 1995's *Tactical Operations Center* (TOC) and focus on how to maintain integrated digital and analog COPs in the TOC. To make these the best possible products, however, I need your examples and input. Please see our Data Call on page 4 for more details on how to make this and other products as useful as possible for improving unit performance.

In 2003 we used the phrase "Every Soldier is a sensor," as a reminder that each Soldier is a part of the intelligence collection process. Every Soldier is also a part of the Army Lessons Learned Process, making observations, assessments, and change as an individual and in the unit. Please share with CALL your great ideas and innovations so we can share them with the rest of the Army, drive bigger change, and ensure the Army remains a learning organization.

Mike Pappal
COL, AR

Recent CALL Publications

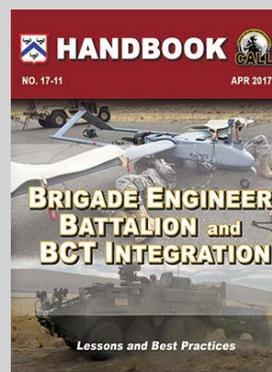


17-12: Reconnaissance and Security Commander's Handbook

(CAC login required)

This handbook offers a ready selection of doctrinal guidance, direction, observations, and techniques for commanders, leaders, and staffs at the brigade combat team (BCT) level and below to improve proficiency. Numerous leaders from the Maneuver Center of Excellence,

CALL, the combat training centers (CTCs), and from across the Army provided input to create this publication as a reference to accompany FM 3-98, *Reconnaissance and Security Operations*. It serves as a practical guide to assist leaders at brigade and below in planning and executing effective reconnaissance and security operations that enable BCT, division, and joint task force success. As an accessible resource, this handbook identifies common problems and potential solutions for tactical leaders and planners. [JLLIS link](#).

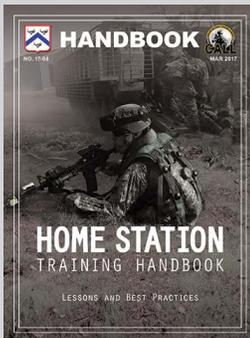


17-11: Brigade Engineer Battalion and BCT Integration

(CAC login required)

This handbook delivers an organized "toolbox" for brigade engineer battalions (BEBs), BCTs, subordinates, and echelons above brigade, enabling commanders and staff to form solid and informed commander and staff relationships across the myriad

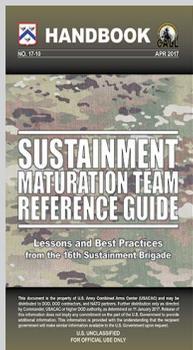
functional areas that the BEB provides and supports. Each chapter contains tips, tools, and checklists, as well as real-life lessons from the CTCs and other operational and home station experiences from former BEB commanders, staff, observer coach/trainers (OC/Ts) from the CTCs, and other practitioners. [JLLIS link](#).



17-08: Home Station Training (CAC login required)

This handbook serves as a practical guide to assist leaders at brigade level and below in planning and executing effective training at home station. This handbook is designed to accompany FM 7-0, *Train to Win in a Complex World*, and is based on observations collected from training events

and Soldier and leader interviews from four brigades and eight training support agencies across the Army. It also identifies common issues and potential solutions to the challenges observed during training events. [JLLIS link.](#)



17-10: Sustainment Maturation Team Reference Guide (CAC login required)

This handbook 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 developed relationships that allow them to gain in-depth knowledge of the personnel, processes, procedures, infrastructure, and host-nation support capabilities and capacities within their region. This guide provides readers with a perspective usually only gained after walking the ground — not just facts — but the impact the operational environment will have on their individual mission. [JLLIS link.](#)

Operation Eagle Strike, Phase I (Shape) and II (Isolate) Initial Impressions Report (CAC login required)

The Center for Army Lessons Learned, in coordination with several U.S. Army and Joint entities, initiated collection efforts for Operation Eagle Strike in Mosul, Iraq, to capture lessons and best practices to improve U.S./Coalition support to a host nation during future Mosul-like operations. This initiative is bracketed at the operational to tactical level of war across the four phases (shape, isolate, clear, and hold) of Operation Eagle Strike. [JLLIS link.](#)



17-07: Sustaining a Strong Europe: Atlantic Resolve (CAC login required)

Operation Atlantic Resolve (OAR) 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 provides the 16th Sustainment Brigade's lessons during OAR and includes lessons from reception, staging, and onward movement; theater sustainment; movement control; fuel distribution; and more. Units deploying to OAR, whether in a maneuver or support role, will find this bulletin useful during pre-deployment training, as well as once they hit the ground in Germany. [JLLIS link.](#)

ABCA Lessons Collection Team Report AWF Assessment 2017 (CAC login required)

The American, British, Canadian, Australian, and New Zealand (ABCA) Program Office authorized the establishment of an ABCA Lessons Collection Team (LCT) to undertake targeted lessons collection during the Army Warfighting Assessment 17 (AWA 17). The LCT members assembled at Fort Bliss, TX, 17-28 OCT 2016. The LCT focused on four specific areas: intelligence, fires, command/communication information systems, and information management. During the collection, the LCT added liaison officer functions to the collection-based observations. This report captures relevant observations collected by the ABCA LCT. This report is restricted in its distribution and should not be shared outside ABCA channels.

Graphic Training Aid (GTA) 03-10-001: CBRN Individual Protective Equipment (CAC login required)

Learn the detailed and essential components of your individual protective equipment (IPE) in this handy tactical pocket reference. It is useful for individuals, buddy teams, home station training, and any unit preparing for a CTC or operational deployment. [JLLIS link.](#)

GTA 03-10-002: Small-Unit CBRN Detection Equipment (CAC login required)

This is a quick pocket reference for effectively operating small-unit detection equipment at all levels across the CBRN spectrum. [JLLIS link.](#)

GTA 19-10-001: Security Operations Smartcard (CAC login required)

This GTA details security operations with a focus on frameworks and information on weapons systems. It is meant to be folded and used by reconnaissance and security leaders as they conduct operations. [JLLIS link.](#)

News From the Front (NFTF)

An Integrated Deep Fight, Deep Battle 2.0 (CAC login required)

The integrated division fight leverages emerging technology to improve the former concepts of deep battle and harnesses technology to improve survivability. Read how the 25th Infantry Division Combat Aviation Brigade and Division Artillery are developing concepts and tactics, techniques, and procedures to enable the division to fight against a numerically superior force and discover better ways to find a “position of relative advantage” in conjunction with the Army Operating Concept. [JLLIS link.](#)

Adaptive Red Team: Facilitating Better Technology for the Warfighter (CAC login required)

The Adaptive Red Team (ART) hosts a quarterly event that serves as a venue for technology developers to put their equipment in the hands of Soldiers and stress it in a simulated real-world operating environment while teams of engineers and scientists closely assess its performance to identify and eliminate any vulnerabilities or weaknesses. Since its inception, the ART has evolved and expanded its focus to other high priority and emerging challenges within the military services and critical government organizations. It strives to aid in aligning system development choices with warfighter (end user) expectations, challenge conventional approaches for systems development (which can imbed assumptions that translate into hidden vulnerabilities), increase interoperability and integration with other systems (“one fight, one screen”), and reduce life-cycle costs. [JLLIS link.](#)

Cyber Defense Tactics (CAC login required)

Cyber defense is a zero sum game. One small hole in any architecture can and will allow a malicious cyber actor to gain a foothold. Cyber defense is more about people than technology. Command support, a unified informed user base, integrated administration, and a layered defense will frustrate, inhibit, and stop malicious cyber actors. [JLLIS link.](#)

African Horizons

This NFTF shares the U.S. Army Africa (USARAF) story and highlights the command’s creative approach to accomplishing security cooperation (SC) goals on the continent. It includes an overview of the African Horizons concept, USARAF’s regional approach to SC, and an interview with the USARAF chief of staff. [JLLIS link.](#)

News You Can Use



Sustainment Virtual Playbook

The U.S. Army Combined Arms Support Command (CASCOM) has developed the Sustainment Virtual Playbook (SVPB) to illustrate some of the areas that units routinely

struggle with at the CTCs. The Sustainment Virtual Playbook is an interactive, mobile, eLearning solution to living doctrine. It delivers doctrinal and best practice tactics, techniques, and procedures for executing synchronized sustainment in a decisive action environment. The playbook provides the tools to think through complex sustainment processes that enable freedom of action, extend operational reach, and prolong endurance. The SVPB is currently being used by CTCs during Leader Training Program (LTP).

Air Land Sea Bulletin and CRC Quarterly Newsletters

You can now find Air Land Sea Bulletin (ALSB) and Combat Readiness Center (CRC) quarterly newsletters on the CALL restricted website. This cross-sharing effort is intended to provide our lessons learned community with information from a variety of sources and on a variety of topics. The ALSB is an open forum offering a wide mix of lessons learned, current status, and future considerations for warfighters. The CRC newsletter supports the Army safety team’s mission of providing the Army with safety and risk management expertise to preserve readiness through the prevention of accidental loss of our Soldiers, Civilians, Families, and vital resources.

Modern War Institute “On Failure”

Author Dan Maurer delivers an excellent article on the value of accepting and learning from failure as a part of professional growth. The questions we need to be asking are what learning took place because of “failure” and just as importantly, what change did we implement to make us better?

Small Wars Journal “New Rules for Advisers: Lessons From a Year With the Iraqi Army”

The author notes the lack of information available on his mission prior to deployment. “With only these two chapters of doctrine and the possible attendance at a short ad hoc training event to prepare them, many Soldiers tasked with becoming an adviser have nowhere to look for guidance. Many turn to the almost 100 year-old lessons of T.E. Lawrence, arguably the most famous combat adviser, and his book *Seven Pillars of Wisdom*.” Today, Soldiers deploying on an advise and assist mission can benefit from numerous resources on this topic and many others available in the CALL library. These include *Security Force Assistance in Theater Newsletter*, *Security Force Assistance Planner’s Guide*, and the *Unified Action Partners’ Quick Reference Guide*. When you have questions, check with CALL to see what resources are available to help you and your team succeed.



DATA CALL

Rehearsals Update

We need your best practices and techniques for conducting rehearsals — what do you do to make a successful rehearsal? These can be in written, audio, or video form. The ability to conduct a rehearsal well can atrophy and we know some of you should be sharing “what right looks like.” Please send input to our operations section at usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@mail.mil (ATTN: MAJ Kaczor)

COP Handbook

We are also looking for lessons and best practices on how commanders are maintaining a shared and accurate understanding of their operational environment (OE). Some of the specific areas we need input on are:

- How does the commander effectively describe expectations for maintaining common understanding or criteria for decision points?
- How does the staff maintain accurate running estimates to help the commander understand, visualize, describe, and direct when staff members are working current operations and future operations?
- How does the commander implement an effective battle rhythm?
- How does the S-2/G-2 work with the rest of the staff to prepare and maintain intelligence preparation of the battlefield/military decisionmaking process (MDMP) products to support the information collections and fire support plans, as well as the decision support template?
- What are the lessons and best practices for maintaining an analog and digital COP?

Any lessons, best practices, or products received are greatly appreciated, even if they do not pertain to the specific questions above. Please send your input to our operations section at usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@mail.mil (ATTN: CPT St Jean)

Update to Handbook No. 08-02: Transition into Combined/Joint Task Force for the U.S. Army Division and Corps

CALL is updating this handbook to better meet the needs of our echelons above brigade formations missioned to form the nucleus of a combined/joint force headquarters. What does a Combined/Joint Task Force/Joint Force Land Component Command (C/JTF/JFLCC) headquarters consist of? When forming the headquarters, what critical, time-sensitive actions must take place? What staff actions are required in starting the conversion process as a point of departure in MDMP? Please send your input to our operations section at usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@mail.mil. (ATTN: Mr. Buthorne)

Coming Soon to CALL

10 Fundamental BCT Skills Required to Win the First Fight

Written by subject matter experts at the National Training Center (NTC), this publication will communicate doctrinal solutions to persistent observations, helping leaders quickly understand the issues and change their training strategies as required. The current fundamental skills required are:

1. Commander-driven operations process
2. Operate in a cyber electromagnetic activities (CEMA)-denied environment
3. Reconnaissance and security
4. Digital fires capability (sensor to shooter)
5. Combined arms breaching
6. Decisive action in an urban environment
7. Counter-fire
8. Chemical, biological, radiological, nuclear, explosives (CBRNE) in decisive action
9. Joint force integration and interoperability
10. Sustainment in decisive action

Tactical Combat Casualty Care Handbook

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 training in this area. Tactical combat casualty care has transcended Service and medical specialty differences, processed new information, and developed evidence-based, best-practice guidelines that have transformed battlefield trauma care.

Decisive Action Training Environment at the Joint Multinational Readiness Center, Volume IV

This newsletter will look at several challenges of mission command and open with a view from the NATO perspective. Articles will offer several techniques for bridging issues with multinational fires interoperability and illustrate how the Russo-Ukrainian conflict has influenced and shaped the decisive action training environment (DATE) training conducted at the Joint Multinational Readiness Center (JMRC). Other topics will include the use of graphic control measures, camouflage techniques, employment of reconnaissance, cyber security, digital systems interoperability, religious support, and conducting after action reviews.

Conference of American Armies Bulletin, Volume II: Two-Year Cycle of Events/Specialized Events

The Conference of American Armies (CAA) is an international military organization made up of and led by armies from the American continents. This bulletin, volume two of three, will provide valuable information to leaders from all conference nations on the goals, processes, and procedures as a contributing army. It will also prepare nations to assume the critical role of leading the Permanent Executive Secretariat of the CAA (PESCAA). This specific volume will be the “how-to” guide for member nations, outlining the structure and two-year cycle of events of the PESCAA.

Combat Training Centers

The JMRC recently completed Rotation 17-03, Allied Spirit VI, operating under the Decisive Action Training Environment–Europe (DATE-E) scenario, also referred to as the SKOLKAN scenario. The rotation was led by a Latvian brigade headquarters and focused on multinational unified land operations while promoting integration and interoperability among multinational partners from 15 nations. In May, JMRC conducted Rotation 17-04, Saber Junction 17, a rehearsal exercising the transition to war, passage of lines, and relief of a NATO-enhanced forward presence force in contact, with participants representing 12 nations. This rotation also utilized the DATE-E scenario and featured the 2nd Cavalry Regiment as the controlling headquarters element.

All of our CTC liaison teams are active on JLLIS. Information and resources for rotational training units can be found at:

- [CALL COP](#)
- [JMRC Community of Practice \(COP\)](#)
- [NTC COP](#)
- [JRTC COP](#)

Other CALL News

Traveling Contact Team (TCT)



CALL and the Combined Arms Doctrine Directorate deployed analysts as a mission command (MC) TCT to Yerevan, Armenia, in February at the request of the U.S. Office of Defense Cooperation. This visit was a follow-on engagement with the Armenian Armed Forces to assist with their adoption of mission command. The Armenian General Headquarters formed a Mission Command Task Force and is conducting a pilot program to determine how MC principles should be integrated into the force. Lessons and best practices from the pilot units will be collected each quarter and used to make adjustments to the program. During the next engagement, CALL analysts will assist with the analysis of collected data from the pilot program and drafting of a report.

Defense Institution Building



The CALL liaison officer (pictured second from right) at Fort Sam Houston, TX, recently attended the El Salvador-U.S. Army Staff Talks Steering Committee Meeting (SCM) in San Salvador. These annual events promote bilateral interests and develop and strengthen professional military relationships. The LNO, attending as a member of the U.S. delegation, participated in the Regional Training Center Against Transnational Crime Working Group and provided the working group with an overview of CALL capabilities, methodology, and processes.

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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