CENTER FOR ARMY LESSONS LEARNED

Director's Corner

Highlights for this issue of the CALL Insider include two catalogs we produced last month based on topics trending in the Army community. Subterranean Ops and Counter-Weapons of Mass Destruction both provide the user with a compilation of doctrine, handbooks, information papers, after action reports, and historical documents that CALL analysts determined were relevant and would assist Soldiers and unit leaders.

As you work through a busy summer of training, exercises, and operational deployments, keep in mind what you want to achieve and how you can contribute to the Army as a learning organization. Ask yourself: "What does the next organization conducting this exercise/operation/training experience need to know?" "What can the institutional Army learn from this to fix the DOTMLPF-P gaps identified?" "How can I capture what we've learned so others can avoid the same missteps?" and "Who else needs to know this information?"

Several of these questions can be answered by your unit submitting an after action report (AAR) to CALL. Here we have the resources to get that information to the right place to resolve problems and we can further use that data to create products that help solve current issues for the force. We also archive those AARs and observations so they are readily accessible to Soldiers when needed.

Finally, thanks go out to those who have been responding to our recent data calls for the updates to the rehearsals and common operational picture (COP) handbooks. Your input is essential to the development of these products.

Look for the items marked with 🔥 to indicate this month's must-read, "hot" items.

Your feedback on this month's catalogs, or on any of our other products, is welcome via usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@mail.mil.

Mike Pappal
COL, AR

Recent CALL Publications
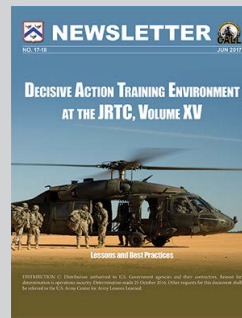
🔥 17-18 DATE at the JRTC, Vol. XV (CAC login required)

This volume features more than 20 articles from the subject matter experts and observer coach/trainers (OC/Ts) at the Joint Readiness Training Center (JRTC), organized by warfighting function. From field artillery battery observations and rifle company trends to reception, staging, onward movement and integration (RSOI) and command post observations and challenges, there is something in this newsletter for everyone. JLLIS link.
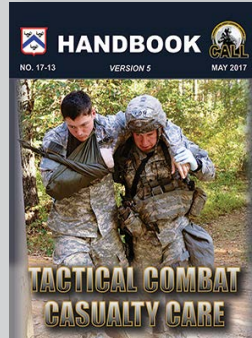
### 17-13: Tactical Combat Casualty Care

Tactical Combat Casualty Care (TCCC) has saved hundreds of lives during our nation's conflicts in Iraq and Afghanistan. Nearly 90 percent of combat fatalities occur before a casualty reaches a medical treatment facility. Therefore, the prehospital phase of care is needed to focus on reducing the number of combat deaths. TCCC was created to train Soldiers and medical personnel on current best practices for medical treatment from the point of injury to evacuation to Role 3 facilities. JLLIS link.
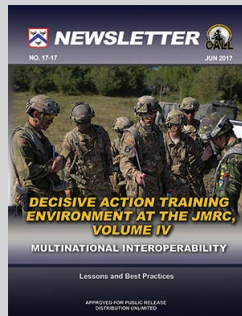
🔥 17-17: DATE at the JMRC Vol. IV: Multinational Interoperability

This newsletter provides insights and observations from OC/Ts at the Joint Multinational Readiness Center (JMRC). The lessons collected are useful in negotiating the complex challenges of training to fight during unified land operations when working alongside a number of multinational forces. Topics include use of graphic control measures, employment of reconnaissance, effective use of camouflage, mission command, and digital systems interoperability. JLLIS link.
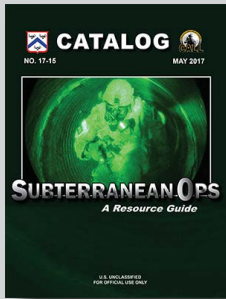
17-15: Subterranean Ops: A Resource Guide (CAC login required)

The subterranean operational environment presents Soldiers with unique challenges. Advantages the U.S. has above ground are eliminated or severely degraded underground. Potential adversaries will attempt to capitalize on our degraded capabilities by using tunnels and underground facilities to provide them protection and some freedom of movement. Soldiers must become proficient at operating in this environment. This catalog is a compilation of doctrine, handbooks, information papers, after action reports, and historical documents that CALL analysts determined were relevant and would assist Soldiers and unit leaders in preparing for combat in areas containing subterranean systems and underground facilities. JLLIS link.
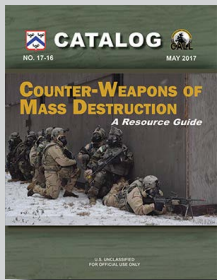
17-16: Counter-Weapons of Mass Destruction: A Resource Guide (CAC login required)

This catalog provides a quick topical reference on recent and historical counter-weapons of mass destruction (CWMD) and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) products, tools, and network partners. In one place, users can access doctrine, information papers, unit observations, standard operating procedures, initial impressions reports, and more. The catalog also features CWMD and CBRNE references from the Air Force, Maneuver Support Center of Excellence, Forces Command, and other military and civilian reachback sources. JLLIS link. Asymmetric Warfare Group (AWG) CWMD JLLIS binder.

U.S. Army North Vigilant Shield 17 Initial Impressions Report (IIR) (CAC login required)

Vigilant Shield (VS) is an annual Joint Exercise Program, North American Aerospace Defense Command/U.S. Northern Command Tier 1 exercise. At VS17, U.S. Army North exercised a Theater Army/Army Service component command transitioning to a joint force land component command and conducting homeland defense in the land domain. This effort was supported by a U.S. Army Forces Command directed emergency deployment readiness exercise, employing a company-sized quick reaction force from 1/4 Infantry Division to augment installation forces at White Sands Missile Range, NM, during its full-scale (antiterrorism/force protection) exercise in October 2016. JLLIS link.

AR 11-33, Army Lessons Learned Program (Expedited Revision) Published

Units are encouraged to read and follow this regulation in order to enable Soldiers and Civilians within the Department of the Army to drive change. These changes are driven through the key components of: 1) capturing and sharing of experiences within units and in the Joint Lessons Learned Information System; 2) adaptation of others' experiences within other units' processes; and 3) active involvement of leadership in identifying and resolving identified issues. This revision explains the use of issues, trends, and capability gaps with the Army Lessons Learned Program and further defines the role of lesson managers within organizations. Questions on the program or how to fully benefit from it should be directed to usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@mail.mil (ATTN: Mr. Futch)

JRTC Trends 1st and 2nd Quarter FY17 (CAC login required)

This document compiles the 1st and 2nd quarter fiscal year (FY) 2017 trends for the JRTC. As stated in the Operations Group (OPSGRP) Writing Guide, a trend is a recurrent observation across three or more rotations. Trends should provide a running estimate on the key issues across warfighting functions, especially those emphasized in the rotational training unit (RTU) training objectives. We ask our OC/T task forces and divisions to look for those issues that either assist or hinder RTU effectiveness in rotations. Therefore, a trend can be positive; reporting a positive trend highlights its importance and encourages the RTU to sustain it. A negative trend documents an issue that needs improvement. The trends submitted here are all derived from RTUs engaged in the decisive action training environment (DATE). JLLIS link.

USARAF Judicious Response 17-01 IIR (CAC login required)

Exercise Judicious Response 17-01 (JR 17-1) is a U.S. Africa Command headquarters readiness, component command, and joint task force command post exercise (CPX) designed to demonstrate multi-combatant command coordination and integration of capabilities and functions in a crisis response scenario. In October 2016, CALL sent a collection team consisting of two analysts and one embedded liaison officer to U.S. Army Africa (USARAF) Headquarters with the purpose of collecting observations and best practices during JR 17-01. This report should be of interest to Army Service component commands, corps, and divisions with the mission to transition a headquarters to a joint force headquarters. JLLIS link.

10th Mountain Division Operations Freedom Sentry and Resolute Support - Afghanistan 2016 IIR (CAC login required)

This IIR contains post-deployment observations and best practices from 10th Mountain Division's operations in Afghanistan 2015-16. This report should be of interest to other members of a division staff deploying to Afghanistan in support of Operation Resolute Support. JLLIS link.

Maple Resolve 16 IIR (CAC login required)

Maple Resolve (MR) is the Canadian Army's annual premier culminating validation event conducted at Canadian Forces Base Wainwright, Alberta, Canada. U.S. Army North, as the U.S. National Support Element, supported the Canadian Army in MR16 to facilitate interoperability, support the validation program of the scheduled Canadian brigade group as a "High Readiness Brigade," and to provide outside continental United States (OCONUS) deployment training for U.S. forces. JLLIS link.

PANAMAX 16 IIR (CAC login required)

PANAMAX is a Joint Chiefs of Staff/Combatant Commander foreign military interaction and operational exercise. U.S. Southern Command (USSOUTHCOM) is the executive planning agent. It is the largest exercise in the USSOUTHCOM area of responsibility and one of the largest in the world. In PANAMAX 16, U.S. Army South transitioned to Multinational Force-South (MNF-S). This CPX focused on the security of the Panama Canal and the surrounding region and showcased the multinational interoperability of more than 2,000 military personnel from over 20 nations across the land, sea, air, and cyber domains. JLLIS link

U.S. Army North, Fuerzas Amigas 16 IIR (CAC login required)

Fuerzas Amigas (FA) is part of Ardent Sentry, an annual Joint Exercise Program designated, U.S. Northern Command Tier 1 and Joint Staff J-7 supported CPX. FA 16 was conducted at Rudder Reserve Center, near Fort Sam Houston, TX. The primary focus of the exercise was defense support of civil authorities, and the scenario incorporated a catastrophic hurricane impacting the Mexican Gulf Coast. FA 16 exercised 76th Division (Operational Response) that deployed to Fort Sam Houston as Task Force-76, and transitioned to be the U.S. Army North-Forward, South, working with the Mexican military and interagencies. JLLIS link.

IIRs for Joint Readiness Training Center Rotations (JRTC) 16-04, 16-07, and 16-09 (CAC login required)

These collection reports are based on feedback from OC/Ts and analysts from the OPSGRP at JRTC; updates to the chief of staff, OPSGRP, and by direct observations during the conduct of each exercise. 16-04 JLLIS link; 16-07 JLLIS link; 16-09 JLLIS link.

Best Practice Submissions

Getting Intelligence to Move at the Speed of Decisive Action (CAC login required)

Several pitfalls now plague the intelligence elements within brigade combat teams. Analysts, especially junior Soldiers, lack the required knowledge to be effective in this new and demanding operational tempo. Leaders are too comfortable in the counterinsurgency environment and exaggerate the focus on the wide area security portion of the mission. This paper analyzes the question, "How do we as intelligence professionals ensure we are as prepared as possible to effectively support our maneuver forces in a decisive action environment?"

Fighting the Analog War ... Again (CAC login required)

Planners in the brigade engineer battalion (BEB) are confronted with an array of challenges when planning for the tactical employment of the battalion in support of brigade combat team (BCT) operations. From integrating a large number of unfamiliar attachments and managing a vast span of control, planners in the BEB are required to plan for the tactical employment of the battalion and the tactical enabling of the BCT. The battalion''s unique position at the juncture of the digital-analog transition further compounds the challenges that planners face. This article highlights the lessons learned and the analog products developed and refined over three generations of planners in the 65th Brigade Engineer Battalion.

29th BEB Best Practices for Sustainable Readiness (CAC login required)

The 29th Brigade Engineer Battalion presents five best practices to set the conditions for sustainable readiness: 1) Field grade officer roles and responsibilities; 2) Command maintenance and the 5988 cycle; 3) Weekly battalion area closeout standards; 4) Battalion staff operating principles; and 5) New officer orientation program.

Aircraft Decontamination SOP Considerations (CAC login required)

Last spring, the Combined Joint Operations Center-Jordan (CJOC-J) completed a multinational aircraft decontamination (decon) exchange at an air base in Jordan. The goal of the exchange was to capture best practices in a single aircraft decon standard operating procedure (SOP) attachment that could be added to existing unit SOPs. Read more to see the lessons and best practices for aircraft decontamination.

The Maneuver Enhancement Brigade (MEB) (CAC login required)

This article examines how the 136th MEB managed competing warfighting and defense support of civil authorities requirements and argues that a MEB, dual missioned as a homeland response force (HRF), provides the Army increased capabilities and capacity for supporting both joint campaigns and homeland security. The 136th MEB example also offers insight into how the Army Total Force Partnership Program (ATFP) is administered, how MEBs are employed by division commanders, and how the use of MEBs as HRFs can help the Army create the right mix of AC/RC forces to prevail in a dynamic and uncertain environment.

News From the Front (NFTF) and CTCs

Deep Fires and AGI in Operation Inherent Resolve (CAC login required)

This paper demonstrates how XVIII Airborne Corps, as the Combined Joint Task Force - Operation Inherent Resolve headquarters, re-established corps-level fires capability emulating a division-level joint air ground integration center (JAGIC)-like structure at corps level to improve air-to-ground integration (AGI), and synchronize effects across the depth of the corps joint operations area to support the commander's priorities, and address the unique challenges associated with a non-standard organization and complex operational environment. JLLIS link.

🔥 OPFOR vs RTU Small Unmanned Aircraft Systems at the JMRC (CAC login required)

The rapid expansion of commercially available small unmanned aircraft systems (sUASs) enables many countries to easily collect information to support offensive and defensive operations. Employment of these systems is significant to modern operations because it provides collection for reconnaissance, target acquisition, and battle damage assessments. At the JMRC, the 1st Battalion, 4th Infantry Regiment (1-4 IN, known as the "Warriors"), the U.S. Army European Command''s Opposition Force Battalion, replicates real-world threat tactics, techniques, and procedures (TTP) to engage and challenge rotational training units (RTUs). The Warriors' use of the sUAS as a collection and target acquisition asset is crucial to their success and provides lessons for the entire U.S. Army in terms of practical considerations as well as tactical employment. JLLIS link.

Replicating a Contested Electromagnetic Environment for Home Station Training (CAC login required)

To prevail against our enemies we must be able to operate with and without our electromagnetic spectrum (EMS) systems with equal success. The eventuality of an enemy denying our capabilities is a reality of the multi-domain world. Units can train at home station in an EMS-denied environment using these simple techniques. If we as an Army do not train in this environment, the results are predictable. The Army is more than capable of fighting and winning in an environment where communications, navigation, and ISR platforms are no longer assured. This is done through mission command and reconnecting to the human network. JLLIS link.

U.S. Army Support to the African Contingency Operations Training and Assistance (ACOTA) Program

This News from the Front article discusses the ACOTA program and the 1st Battalion, 153rd Infantry Regiment's mission in support. Specifically, this paper provides an example of U.S. forces deployed to Africa engaging in a train and assist role to prepare a Ugandan mortar platoon for its upcoming peacekeeping mission to Somalia. This article will be useful for small unit leaders deploying to Africa to prepare themselves and their units for an ACOTA mission. JLLIS link.

Building Readiness in Pacific Pathways (CAC login required)

Army leaders in the Pacific advocate that Pacific Pathways builds readiness across multiple echelons and the three levels of war: strategic, operational, and tactical. This News from the Front article illustrates how, at the tactical level, one battalion built and assessed its readiness during Pacific Pathways 17-01. This paper discusses Task Force Tomahawk''s (1-23 Infantry) initial analysis of the combat readiness gained during Exercise Cobra Gold 17, conducted in Korat, Thailand, from 10-24 FEB 2017, while deployed in support of Pacific Pathways 17-01. Specifically, it addresses combat readiness certification, additive gains in combat readiness, and subjective combat readiness gains. JLLIS link.

News You Can Use

🔥 Overtasking and Its Effect on Platoon and Company Tactical Proficiency: An Opposing Forces and Observer/Coach/Trainer Perspective

by CPT Scott Metz (Armor Magazine, Spring 2017)

See why this article has the Chief of Staff of the Army's attention. Metz (backed up by a 2015 Strategic Studies Institute study) says overtasking, or the "deluge of requirements," is the primary reason units do not train at home station and the Army must decide if readiness is truly its top priority.

Air Land Sea Applications Multi-Service Tactics, Techniques, and Procedures (MTTP): Tac Radios

(CAC required to download from Intelink)

Tac radios describes MTTP for the tactical employment of tactical radios to support warfighters for training and operations across the spectrum of operations.

Data Call

COP Handbook

We are still collecting 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)

Lessons Learned Course Training

We have available seats for upcoming Lessons Learned Course iterations. Submit your reservation via the Army Training Requirements and Resources System (ATRRS) today! Now is also the time to contact us for mobile training team (MTT) opportunities.

All brigades and higher (or specialty units/units that deploy and operate separately) must have a lessons learned program. We need your after action reports (AARs) and other lessons learned documents to help the Army run as efficiently and effectively as possible!

CALL has been extremely busy this period conducting training for Soldiers, Civilians, and contractors on how to implement lessons learned and utilize the Joint Lessons Learned Information System (JLLIS). CALL instructors conducted a Lessons Learned Course MTT 17-20 APR at Fort Lee, VA, to train 27 Sustainment Center of Excellence and Combined Arms Support Command (CASCOM) staff members. The goal was to not only implement CASCOM's directed policy and guidance to establish a lessons learned program, but to train and use the Department of Defense system of record (JLLIS) to record after action reports (AARs), lessons learned, observations and best practices.

Coming Soon

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: Commander-driven operations process; operate in a cyber electromagnetic activities (CEMA)-denied environment; reconnaissance and security; digital fires capability (sensor to shooter); combined arms breaching; decisive action in an urban environment; CBRNE in decisive action; joint force integration and interoperability; and sustainment in decisive action.

Counter-Unmanned Aircraft Systems (C-UAS)

CALL, in coordination with academic and technical threat experts, conducted a study addressing the significance of unmanned aircraft systems (UASs) in contemporary and future operating environments. The study is bracketed into the following topics: evolution of Islamic State UAS employment in Iraq and Syria, current methods of countering friendly force C-UAS, future UAS threat potentials with Islamic State specific analysis, and framework and methodology for Army leaders to approach C-UAS operations.

Fighting with Fires

CALL is updating the NTC's *Fighting with Fires Volume IV*, a collective revision of *Fighting with Fires Volumes I-III*, published in 1995-1997. This version provides lessons and best practices relating to current doctrine across all warfighting functions. It provides valuable insight for fires battalion and BCT/battalion commanders and staffs to effectively employ fires in decisive action. *Fighting with Fires Volume IV* will enhance home station training for BCTs and battalions training for CTC rotations or operational deployments.

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

National Training Center

NTC Operations Group continues to focus on the "10 Brigade Combat Team (BCT) Fundamental Skills Required to Win the First Fight." A few observations from recent rotations include employment of engineers in the defense, retransmission (RETRANS) and high frequency (HF)/tactical satellite (TACSAT) issues.

• Integration of engineers at the brigade and battalion levels has been essential as units transition from offense to defense. BCTs perform well at planning the transition from the attack to the defense. Engineer equipment is task organized under each maneuver element, and combat configured loads (CCLs) are bounded forward as terrain is secured. Additionally, BCTs build redundant assets (dig teams and CL IV) into the BEB task organization. When tracking combat power and obstacle effort, it is imperative that the BCT staff knows the status of defensive preparations and what specific engineer combat power remains. This will foster understanding and support recommendations when needed.

• Battalion RETRANS teams require security and sustainment. When teams are not well camouflaged, the enemy quickly identifies them and destroys them with indirect fires.

• Units struggle to use HF and TACSAT for effective primary, alternate, contingency, and emergency (PACE) planning in the event of FM jamming or to maintain upper tactical internet by means of line of sight systems in the event of satellite communications denial. Brigade S-6s need to improve the contingency and emergency pillars of their communications PACE plan.

Joint Readiness Training Center

Recurrent trends from the JRTC include the following:

• BCTs do not operationalize RSOI.
• BCTs and subordinate battalions struggle to move from conceptual planning to detailed planning.
• BCTs fail to define and maintain the COP and to maintain this COP in both analog and digital form.

Common best practices at brigade and battalion focus on: training at home station on the military decisionmaking process and the rapid decision making process, training on SOPs, and anticipating transitions in military operations by using the PACE model across warfighting functions. Common best practices at company level use a similar framework with: troop leading procedures, SOPs, and PACE for transitions in operations.

Joint Multinational Readiness Center

JMRC completed 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. This training was followed immediately by Rotation 17-05, Combined Resolve VIII, featuring 3rd Brigade, 4th Infantry Division, as the regionally assigned brigade in support of European Command objectives focused on multinational unified land operations. This particularly rigorous exercise also utilized the DATE-Europe (SKOLKAN) scenario based on a NATO response force construct. More than 3,400 personnel from 11 countries participated in training. Numerous lessons and best practices have covered the gamut of the warfighting functions as JMRC rapidly integrates emerging trends from the Russian-Ukrainian conflict and offers a challenging and relevant operating environment that equates to deterrence in the European theater.

One such lesson pertains to information operations in hybrid warfare. Successful brigades identify enemy propaganda sources, use synchronized messaging and counter-influence operations, and establish host country news contacts to counter enemy information warfare strategy.

Another relevant lesson pertains to the rapidly evolving threats of electronic warfare such as jamming, cyber-attacks, and communications-security compromise. Successful units develop countermeasures documented in clear SOPs that address reporting, battle drills, and other defensive measures in their training exercises.

Another DATE-Europe lesson that has been emphasized in recent rotations is to be aggressive in planning, training, and employing sUAS assets. Units must change their mindsets to realize that the UAS environment is a competitive one, requiring implementation and training of counter-UAS drills, including the consistent employment of cover, concealment, camouflage, and deception. Commanders must prioritize the training currency and certification of sUAS operators, train at least two master trainers at battalion and brigade levels, and enforce the development and implementation of sUAS SOPs. Finally, leaders must aggressively employ sUAS and exploit the collected information in order to synchronize UAS, fires, and maneuver elements at home station training events.

Defense Institution Building

The CALL liaison officer (LNO) at Fort Sam Houston, TX, attended the El Salvador-U.S. Army Staff Talks (pictured at left), Country Planning Meeting, in San Salvador, El Salvador, 15-20 MAY. This event was a follow-on engagement from the Staff Talks Steering Committee Meeting held earlier this year. U.S. Army South conducts the Staff Talks Program on behalf of the Chief of Staff of the Army (CSA). These annual events serve to promote bilateral interests and to develop and strengthen professional military relationships. The CALL LNO provided an overview briefing outlining the U.S. Army Lessons Learned Program and CALL methodology and processes. The LNO also collaborated with both armies on requests for CALL support as part of FY18-19 Agreed to Actions (ATA). This collaboration resulted in two requests: first, for members of the Salvadoran army to visit CALL and the Combined Arms Doctrine Directorate (CADD) in June or July 2018; and second, for a CALL team to visit El Salvador in June or July 2019 to support the Salvadoran efforts in establishing a lessons learned center.

The CALL LNO also attended the VIII Annual Bilateral Army-to-Army Staff Talks Executive Meeting (pictured at right) between the armies of Colombia (COLAR) and the United States, 5-9 JUNE 2017, Fort Sam Houston, TX. The LNO collaborated with both armies on CALL support to FY2017-2022 ATAs as part of the week-long event. The Combined Arms Center (CAC)-wide requests for support include: (1) COLAR visit to CAC in August 2017; (2) CADD-COLAR doctrine development subject-matter expert exchange in Bogota, Colombia, 4-18 NOV 2017; (3) CALL visit at the COLAR Lessons Learned Center in Bogota, in February 2018; and (4) that the U.S. Army considers establishing a COLAR partner-nation liaison officer (PNLO) position at CAC by the spring of 2018. Exact dates for some of these engagements are still being coordinated between the two armies.

Social Media

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