

CALL INSIDER

2nd QTR, FY19



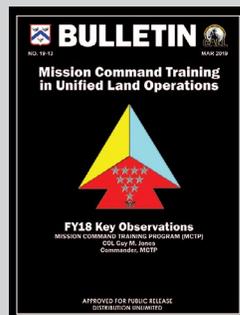
Director's Corner

Last month, I mentioned in the CALL monthly products email that we would be conducting outreach engagements with the corps, divisions, centers, and schools. That process has started and my first visit was with senior leaders at 1st Infantry Division at Fort Riley. Although it was only a one-day trip, these meetings gave me the opportunity to really listen to leaders in the field and consider ways CALL can provide assistance and support to the force. We also discussed the importance of after action reviews to the lessons learned program. Without feedback from units, our program suffers from a lack of current data to share with others. Overall, this visit was of great benefit to all who participated. I look forward to traveling to 25th Infantry Division, 2nd Infantry Division, 1st Cavalry Division, and 3rd Infantry Division in the coming weeks. As these trips continue, I expect to see some themes and trends develop that will help guide CALL's work in the months ahead.



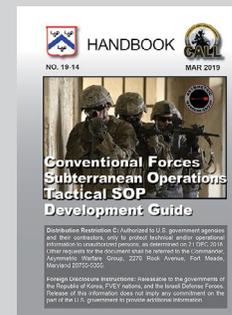
Mike Lawson
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Recent CALL Publications



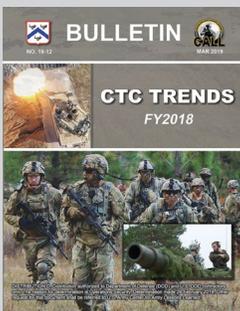
19-13: Mission Command Training in Unified Land Operations

From the leaders at the Mission Command Training Program, this bulletin delivers key observations from multi-echelon, multi-component mission command training exercises conducted in the decisive action training environment. The authors, a collaborative group of noncommissioned officers (NCOs), warrant officers, and officer OC/Ts working in conjunction with qualified experts/senior mentors, wrote their observations not only for future training audiences, but for all brigade through corps-level commands and staffs and special operations forces units. [JLLIS link.](#)



19-14: Conventional Forces Subterranean Operations Tactical SOP Development Guide (CAC login required)

This guide is a quick refresher for units to plan, prepare, and execute (PP&E) subterranean operations (SbTO) globally. It can be used for operational deployments and combat missions, as well as for training (initial, sustainment, or predeployment) to include the training provided by the Maneuver Center of Excellence and Asymmetric Warfare Group. The primary audience includes Active Component and National Guard maneuver companies, their enablers, training cadre, and installation training support teams. The secondary audience includes maneuver battalion (BN) task forces (TFs) and BCTs who focus more on the surface fight while supporting the subsurface fight. BN TFs and BCTs provide various enablers to companies and have mutual information requirements. [Graphic Training Aid \(GTA\) 10-11-003 Maneuver Company Team Subterranean \(SbT\) Assault and Clearing Operations](#) supplements this guide with BCT and battalion-level and below planning guidance and further tactical details for company teams and below. The guide will soon be printed as a weatherproof, cargo-pocket sized quick reference guide. [JLLIS link.](#)



19-12: CTC Trends FY18 (CAC login required)

This bulletin identifies trends for fiscal year 2018 across the combat training centers (CTCs) based on observations from observer-coach/trainers (OC/Ts) and collection and analysis teams from CALL with support from various Army centers of excellence. The operational environment at the CTCs continues

to replicate current and relevant potential worldwide threats. Lessons learned during CTC rotations are not only applicable for training at the CTCs, but provide valuable knowledge regarding potential worldwide deployments for brigade combat teams (BCTs). [JLLIS link.](#)

Recent CALL Publications, cont.**19-04: Lessons for the Warfighter — Recent Insights From the Combat Training Centers, Volume I**

(CAC login required)

For the Army's BCTs, a rotation at one of the CTCs is the best opportunity to assess performance and readiness and often serves as a culminating training event prior to operational deployment. Rotations at the CTCs are

also one of the best training opportunities to identify lessons and best practices across tactical formations. Whether a unit trains at the Joint Multinational Readiness Center (JMRC), the National Training Center (NTC), or the Joint Readiness Training Center (JRTC), the BCT can expect to be challenged in all aspects of operations, identifying strengths within the unit as well as areas that could be improved. OC/Ts at the CTCs have the opportunity to see various units and identify issues that are common among formations. This newsletter is a compilation of articles from OC/Ts across the CTCs; they are current, relevant, and provide valuable insights for units to plan and conduct training in preparation for a CTC rotation or operational deployment. [JLLIS link.](#)

**19-08: Musicians of Mars Volume III: The Cobra Strikes**

Musicians of Mars III The Cobra Strikes picks up the tale of LTC Milner and Task Force Mustang in the aftermath of their successful defense (in CALL Handbook 16-12, *Musicians of Mars II*) of engagement area Blackjack. The responses to that publication from our tactical audiences was that there was appetite for a follow-on publication that emphasized offensive operations. This

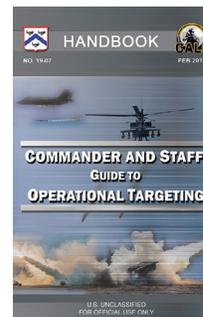
volume delivers. As with *Musicians of Mars II*, this handbook will take the reader through a fictional scenario where the tactical leaders make decisions, some good and some not so good, that impact subsequent actions. *Musicians of Mars III* will have its leaders learning and improving as they progress through tactical engagements. This was intentional in the development of this publication, and is designed to facilitate tactical discussions at the company and platoon levels. [JLLIS link.](#)

**19-05: Lessons for the Warfighter — Recent Insights From the Combat Training Centers, Volume II**

(CAC login required)

Whether a light, Stryker, or armored BCT, there are lessons and best practices contained in this newsletter that identify common issues and provide recommendations for success at the CTCs and during

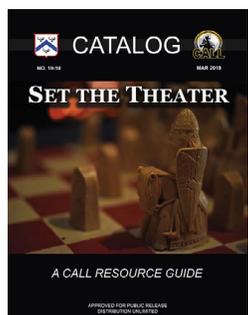
combat operations. Units are encouraged to identify issues relevant to their training plans and apply these lessons and best practices to make their BCTs more effective and lethal on the battlefield. [JLLIS link.](#)

**19-07: Commander and Staff Guide to Operational Targeting**

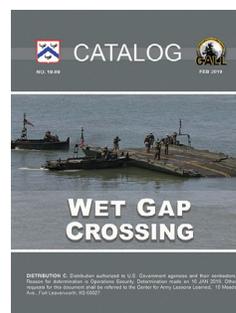
(CAC login required)

This handbook leverages doctrine by combining the tenets in core publications with targeting lessons and best practices conducted by joint targeteers. This handbook also shares examples of targeting products that Army and joint targeteers have applied to targeting throughout the process.

Doctrine, along with shared lessons and best practices, assist Army targeteers in their processes and methodology when assigned to an operational-level organization. [JLLIS link.](#)

**19-10: Set the Theater Catalog**

This catalog provides references for commanders and staff to enhance their understanding of the concept and details of setting a theater. The resources listed here include current doctrine, handbooks, articles and other publications focused on setting the theater. [JLLIS link.](#)

**19-09: Wet Gap Crossing Catalog**

(CAC login required)

This catalog provides a reference point for commanders and staff in support of wet gap crossing operations. The resources listed consist of current and historic doctrine, handbooks, academic research, after action reviews, and other publications. Unless otherwise stated, these resources are available

on the Joint Lessons Learned Information System (JLLIS), under Wet Gap Crossing Catalog, binder 40445 (CAC login required). [JLLIS link.](#)

Recent CALL Publications, cont.



[19-06: Advising at the Senior Level](#)

Advising at the senior level offers advisors at senior or ministerial levels a perspective on operating more efficiently with international governments, ministries of defense, embassies, and foreign security forces. It bridges gaps in expertise when advising at the ministerial level through insights and best practices,

highlighting what senior advisors do, how the operational environment differs, and describing how to integrate through the processes of the Department of Defense, Department of State, and the partner nation. The purpose is to provide key insights and best practices for senior advisors in a convenient reference that enables their work at the ministry, department, and component levels. The insights in this handbook are applicable down to the tactical level and should be shared widely. [JLLIS link](#).



[19-03: Multinational Joint Forcible Entry Operations Blue Flag/JWA 2018](#)

In May 2018, 7,000 personnel from 162 organizations representing the militaries of the U.S. and nine NATO partners converged on five training sites in southern Germany as part of the U.S. Army's first Joint Warfighting Assessment (JWA). The common goal was to advance a collective

ability to overcome aggression from a near-peer competitor in Europe. This training produced numerous lessons, many of which are detailed throughout this publication. [JLLIS link](#).

AAR Submissions

[1st Cavalry Division G-2 Military Intelligence Training Strategy \(MITS\) Overview](#) (CAC login required)

[Saber Strike 2018 Utilizing the RQ-7B Shadow TUAS](#) (CAC login required)

Best Practice Submissions

[2nd Infantry Division, Republic of Korea - U.S. Combined Division, Support Area Command Post SOP](#) (CAC login required)

News From the Front and CTCs

[Tactical Staff Considerations for Winning In a Denied, Degraded, and Disrupted Space Operational Environment \(D3SOE\)](#)

[Commanders Guide for Driving Change: The Learning Organization Framework](#)

[Indicators and Threat Streams: Utilizing Adversary Life Cycle Analysis to Mitigate VBIED Threats](#) (CAC login required)

[Critical Enablers to Conducting Effective Advise, Assist, Accompany, and Enable \(A3E\) Missions](#)

[Multinational Interoperability: Tactical-level Considerations in Afghanistan](#)

[Theater Intelligence Primer](#)

[Filling Operational Capability Gaps in Theater](#)

Coming Soon

Company Leadership Handbook

This handbook will provide lessons and best practices from former and current company leadership across the Army. The intent is to provide relevant and useful information on topics that will arm incoming command teams for both the obvious and unforeseen aspects of company leadership. The details will provide both subjective insights and objective processes to assist leaders.

Rehearsals

"Unrehearsed plans are like brand new boots, you can use them, but you won't go far." — General Dwight D. Eisenhower, March 1944.

Units continue to experience difficulties with rehearsals at all levels. The basic tenets of rehearsals have not changed, but U.S. forces operate in a complex operating environment of cyber, multinational, and multidomain players that make rehearsals even more critical to success. The intent of this handbook is to update the information from CALL 98-5 and highlight recent insights and best practices from the CTCs.

News You Can Use

Colombian Army Exchange



In support of a U.S. Army South request and an Army-to-Army Agreed to Action, CALL conducted an exchange with the Director, Colombian Army (COLAR) Lessons Learned Center and staff in Bogota,

26-30 November 2018. This engagement also included 60 COLAR Lessons Learned Managers (LNOs), from corporal to major, preparing them to conduct lessons learned program functions at operational units and across schools and centers. The CALL presentations on the Army Lessons Learned Program (ALLP) enabled course attendees to better understand processes and procedures used across the U.S. Army and how these may apply and benefit the COLAR. The long term impact is enhanced U.S.-Colombia interoperability, mutual readiness, and commitment to share information between armies now and into the future. CALL representatives also met with the Colombian Joint Command J-7, collaborating on their intent to develop joint doctrine and a future joint lessons learned program capability. In FY20, it is planned for CALL to return to Colombia to conduct an assessment on the center's proficiency in implementing and integrating lessons learned functions.

Mission Command Training Support Program

Do you need training support for individual and collective tasks at your National Guard unit? The Army National Guard Bureau G-3 Training Division's Mission Command Training Support Program (MCTSP) provides mission command training to units via live, virtual, and constructive simulation training environments. This training includes programs on Mission Command Information Systems (operator and integration); military decisionmaking process (MDMP), doctrine, and warfighting function integration; command post operations; staff and command post exercises; exercise simulation and stimulation; network support; and intelligence operations. Some programs are supported by mobile training teams (MTTs). These MTTs are comprised of officer and enlisted senior trainers who work on doctrinal training teams; network and technical support teams; Joint Land Component Constructive Training Capability teams and Intelligence Electronic Warfare Tactical Proficiency Trainer instructor/operator training teams. All of these resources are managed through your regional Mission Training Complex (MTC) and can be extremely useful in preparation for a successful deployment or Warfighter exercise. For more information contact the MCTSP program manager at (703) 601-7045.

Light Fighting at the JRTC: DATE is Not a Slow Dance (CAC login required)

JRTC recently compiled and locally published a seven volume compendium of articles. These seven volumes represent 70 articles or best practices as provided by JRTC operations group personnel.

JRTC Resources (CAC login required)

This resource page provides the current products from JRTC and will soon be integrated with the JRTC Milsuite best practices page.

Salvadoran Army Exchange



The CALL Military Analyst (Forward) at Fort Sam Houston participated in the U.S. Army South-Salvadoran Army Bilateral Staff Talks Steering Committee Meeting in San Salvador, El Salvador, 11-14

February 2019. CALL is committed to supporting Army South's efforts in developing El Salvador's lessons learned program and establishing a future lessons learned center. El Salvador intends to implement a program initially focused on collecting and disseminating lessons and best practices specific to countering threat networks. In the future, they plan to expand lessons learned capabilities across the warfighting functions as part of a total Army program. CALL's representative met with the Deputy Commander, Center of Doctrine and Education (CODEM), who is designated to assume additional duties as the new director of their lessons learned center. The steering committee met to prepare for the executive meeting in San Salvador in September 2019. In FY20, it is planned for CALL to return to El Salvador to conduct an exchange with lessons learned liaison officers assigned to operational units and throughout schools and centers.



National Training Center



NTC continues to conduct tough, realistic, unified land operations with our unified action partners. A few observations from recent rotations include employment of the AN/TPQ-50 Radar, use of company fire support officers (FSOs), and the integration of brigade intelligence enablers within the cavalry squadron.

- During numerous rotations, the intelligence preparation of the battlefield (IPB) and enemy situation template (SITTEMP) did not drive the employment of the AN/TPQ-50 Weapon Locating Radar System. This caused the Light Counter-Mortar Radar (LCMR) to be incapable of providing the squadron with a collection asset useful in identifying the indirect fire threat. After executing a thorough IPB and giving the radar section a descriptive radar deployment order (DA Form 5957), the squadron can develop critical friendly zones and call for fire zones for the radar to search. The enemy threat discussed in IPB should influence the cueing schedule of the Q-50 as the radar presents a unique signature while radiating; on demand cueing is appropriate when an enemy indirect fire threat is high. Fire support officers and non-commissioned officers (NCOs) should include the Q-50 in their priority of fires; this will allow for responsive counterfire from both mortars and cannon.

- Company commanders often do not understand how to properly employ their fire support officers (FSOs). In low intensity and counterinsurgency (COIN) operations, company FSOs often co-located with company commanders and limited their focus to company-level operations. These tactics, techniques, and procedures (TTP) from the COIN era persist, even if they are not suited for high intensity conflict. As the Army shifts focus back to decisive action, combating near-peer adversaries, company commanders and FSOs need to understand the company FSO's roles and responsibilities in the brigade (BDE) and battalion (BN) fight. BN FSOs execute the BDE fire support plan and company FSOs execute the nested BN fire support plan. As early as warning order (WARNO) 2, BN FSOs should support the BDE scheme of fires by building an observer plan, incorporating company FSOs to execute BN mortar targets and BDE field artillery targets. Company FSOs should validate and refine BN directed observation posts (OPs) and work with their commanders to refine triggers based on the scheme of maneuver.

- A brigade combat team did not use the cavalry squadron to employ brigade intelligence assets for effective reconnaissance. As the forward reconnaissance element for the brigade, the cavalry squadron should be tasked with employing and securing brigade intelligence assets to meet the commander's critical information requirements (CCIRs), including priority intelligence requirements (PIRs) and associated information requirements (IRs). By not effectively employing brigade assets, it severely limited the ability of the brigade to shape the operational environment by failing to provide information or directing fires to disrupt the enemy. The squadron S-2 is the critical link between brigade PIRs and squadron planning. The squadron S-2 ensures that the information collection plan tasks reconnaissance and security assets to answer the squadron CCIR. And when done correctly, the squadron can answer the brigade CCIR and build situational understanding.

Joint Readiness Training Center



The JRTC Trends for fiscal year 2018, remained fairly constant from the last several collections. Mission Command continues to dominate the field when it comes to trends from brigade through company and root issues center on training and equipment. We see four continuity measures that will assist training for a CTC rotation at home station and performing in a CTC rotation. Our "Big 4" for brigade through company level are: military decisionmaking process/troop leading procedures; standard operating procedures; primary, alternate, contingency, and emergency (PACE) planning, and development of the common operational picture (COP). The Commander, Operations Group's Top Ten BCT Trends are that units:

1. Do not integrate external units, nor conduct thorough pre-combat inspections and rehearsals of critical capabilities in reception, staging, and onward integration (RSOI).
2. Struggle to move from conceptual planning to detailed planning.
3. Do not have efficient, agile, or survivable mission command nodes capable of executing the command post functions.
4. Fail to define and maintain the COP and to maintain this COP in both analog and digital form.
5. Fail to synchronize the full effects of BCT combat power due to ineffective time management.
6. Do not conduct effective reconnaissance and security operations.
7. Do not proactively plan, coordinate, and employ joint fires with the mass or responsiveness required to achieve desired effects.
8. Fail to develop and rehearse a detailed plan for large-scale medical evacuation of casualties.
9. Are ill-prepared to conduct military operations in a chemical, biological, radioactive, and nuclear (CBRN) environment.
10. Struggle to distribute bulk commodities in a contested environment.

The COG adapted and uses the *Valleys of Death* graphic from our latest JRTC handbook titled *Into the Valleys of Death* No.19-02 in all of his presentations and discussions on trends.



Joint Multinational Readiness Center



At the Joint Multinational Readiness Center, our number one priority is to increase the readiness of U.S. and multinational (MN) forces through rigorous and innovative training resulting in more capable units ready to fight and decisively win engagements and battles shoulder-to-shoulder with allies and partners against peer and near-peer threats during large-scale combat operations in a contested multi-domain environment.

As the Europe-based combat training center, JMRC uses an integrated training environment (ITE) to provide U.S. and multinational units up to brigade combat team level with the collective training crucible that builds trust, further develops joint and multinational interoperability, and sets the conditions for creating the strong coalitions that will guarantee peace and security in the region. JMRC's collective training events use virtual and constructive training environments to supplement, enhance, and complement the live training environment, increasing training opportunities with fewer resources while customizing the complexity of training conditions to increase the rigor of readiness training in Europe.

Multi-echelon Training. U.S. BCT and multinational units are employed as subordinate units of a division and its associated operational framework in a tactical-level decisive action training environment based upon the NATO Joint Warfare Center's Skolkan scenario. Elements of multinational division (MND) headquarters are provided opportunities to train their command and control procedures as they provide the higher control headquarters for the brigade-level exercises. JMRC is able to seamlessly integrate information systems, simulations, and simulators through the use of correlated terrain databases in the ITADSS to supplement, enhance, and complement live training to build the integrated training environment necessary to support the MND operational framework.

Live Training Environment. To integrate multinational units in the live training environment, JMRC uses Digital Communications Interface (DCI) devices and Precision Real Time Location System (PRTLs) radios to connect multinational Multiple Integrated Laser Engagement Systems (MILES) and Tactical Engagement Simulation Systems (TESS) kits to the JMRC-IS, allowing multinational soldiers and their equipment to be tracked in the JMRC-IS as they engaged and were engaged by U.S. MILES-equipped soldiers and equipment.

Virtual Training Environment. Though every effort is made to allow training units to use their organic equipment in the live training environment, certain resource constraints require JMRC to rely on the virtual training environment capabilities such as Multiple Unified Simulation Environment / Virtual Reality Scene Generator (MUSE/VRSG) and Virtual Battlespace 3 (VBS3) to replicate critical capabilities.

Constructive Training Environment. JMRC uses its Joint Conflict and Tactical Simulation (JCATS) software program to expand the training environment beyond the portion of the division's close area allocated to the live training environment's BCT as its area of operations. This presents the enemy division order of battle and facilitates the live training environment BCT's use of aviation or fire support systems to engage enemy formations approaching the BCT's main battle area. With the assistance of the 7th Army Training Command's Joint Multinational Simulation Center, JMRC distributes the JCATS simulation network and the mission command network to units conducting command post exercises at distant simulation centers across Europe to facilitate units' participation in training as subordinate or adjacent units to those training in the ITE at JMRC.

JMRC's Success. The success in JMRC's use of the ITE can be directly attributed to JMRC's constant focus on increasing readiness through multinational interoperability in the operational training domain. Beginning with the human and procedural dimensions of multinational interoperability, JMRC sent its observer coach trainer teams to visit NATO allies and partners to establish a habitual working relationship with specific countries, to share training doctrine and procedures, and to assess collective training capabilities and capacity in terms of the five pillars of the Combat Training Center Program. Having identified gaps, JMRC worked with the allies and partners to mitigate or to close those gaps to facilitate the maximum participation of allies and partners with their organic equipment in collective training events in the ITE.

Conclusion. JMRC has increased the rigor of U.S. and multinational readiness training in a decisive action training environment. Instrumental to this increased training rigor was the use of an integrated training environment. To maintain the momentum gained, JMRC will continue to foster its habitual working relationships with other nations' armed forces; to exchange training doctrine, techniques, and procedures; and to mitigate or close identified technical gaps to maximize the participation of allies and partners in brigade-level collective training events that will prepare U.S. and multinational allies and partners to fight and win in future highly contested and lethal environments.

CENTER FOR ARMY LESSONS LEARNED

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