



CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

2nd QTR, FY20



DIRECTOR'S CORNER

The end of 2nd quarter, fiscal year 2020, has been like no other recent military experience. We are facing as a country, and as a military, unprecedented challenges. While we adjust to new circumstances, whether it be working from home or deployed in support of Army requirements, the COVID-19 pandemic is placing stress on families, organizations, and systems. At CALL, we have also made adjustments. We went from focusing on the Defender Europe 2020 exercise to almost overnight shifting our focus to capturing lessons and best practices in support of the Army's response to the COVID-19 pandemic. We stood up a collection and analysis team (CAAT) that is working closely with our military analysts (forward) and organizations around the globe to gather observations, products, and lessons to share across the force and with our international partners whenever possible. You will see below that we have resources available and as we validate and review those resources, we will share those products more widely. I encourage you to visit our website(s) and contribute your own organizational and individual observations and lessons. Your contributions are a key component to overcoming these current challenges and preparing for the next. Finally, in addition to conducting these new missions, we continue with the development and publication of our other products to further educate the force. Together, even while apart, we remain strong. Stay safe and #KilltheVirus!



Center for Army Lessons Learned

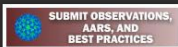
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Mission Statement

The Center for Army Lessons Learned leads the Army Lessons Learned Program and delivers timely and relevant information to resolve gaps, enhance readiness, and inform modernization.

CALL's Vision



[CALL Public Website](#)
(excerpt shown)

[CALL COVID-19 Lessons Learned Website](#) (CAC login required)

[Submit Observations, AARs, and Best Practices](#)

[Email CALL COVID-19 POC](#)

CALL COVID-19 Lessons Learned Collection and Analysis Team (CAAT) Mission: In support of the Army's COVID-19 Pandemic response mission, CALL will capture and share lessons and best practices covering the Army's response operations.



RECENT PUBLICATIONS

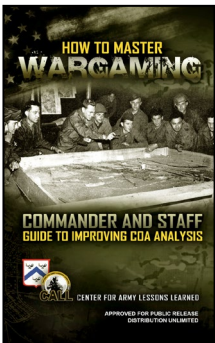


20-10: CTC Trends FY2019

(CAC login required)

This bulletin identifies trends for fiscal year (FY) 2019 across the combat training centers (CTCs), based on observations from observer-coach/trainers (OC/Ts) and CALL collection and analysis teams, with support from various U.S. Army Training and Doctrine Command Centers of Excellence. CTC rotations continue to provide lessons that are applicable

for training at the CTCs and provide valuable knowledge for use in potential worldwide deployments for brigade combat teams (BCTs). These lessons cover all warfighting functions and can provide focus on training at home station. [JLLIS link.](#)



20-06: How to Master Wargaming: Commander and Staff Guide to Improving COA Analysis

This handbook focuses on three items: First, how to improve and develop the cognitive skill of visualizing, a key component to course of action (COA) analysis (wargaming); second, improving the methods and conduct of action, reaction, and counteraction adjudication of COA analysis with off-

the-shelf wargames; and third, thoughts on training the staff. COA analysis is similar to any collective skill, and is perishable if not continually trained and rehearsed. Therefore, the purpose of this handbook is to provide thoughts on how to develop individuals and staffs so they can better conduct COA analysis during the military decisionmaking process.

Army Operational Framework: Organizing the Force for Battlefield Success

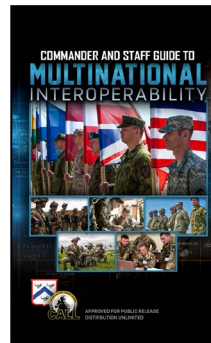
This paper describes the Army's Operational Framework and how its proper use and understanding can improve the commander and staff's ability to organize assigned forces and apply combat power at decisive points on the battlefield. Using newly published doctrine in Army Doctrine Publication (ADP) 3-0, *Operations*, and observations from warfighter exercises (WFXs), this article will: 1) Provide examples of effective use of the operational framework to organize the battlefield. 2) Describe the role of the operational framework within the operations structure. 3) Familiarize the reader with the operational framework, its components, and the importance of assigning and managing subordinate unit areas of operations. [JLLIS link.](#)



20-09 Army Combat Fitness Test (Version 2)

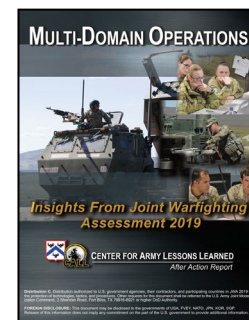
The Army Combat Fitness Test is the means to validate a Soldier and unit's physical readiness training; it shows how effective this training is in preparing Soldiers for the combat tasks they have to perform. This publication supplements the Army's physical testing doctrine for the initial operation capability period, FY20, 01 October 2019 to 30 September 2020. The

principal audience is leaders at all organizational levels. [JLLIS link.](#)



20-12: Commander and Staff Guide to Multinational Interoperability

This guide addresses three key areas to improved multinational interoperability: Introducing a common understanding of interoperability; exploring a framework encompassing the human, procedural, and technical domain solutions to improved interoperability; and showing how leaders can integrate "planning for interoperability" within the operations process. [JLLIS link.](#)



20-07: Multi-Domain Operations: Insights from Joint Warfighting Assessment 2019 (CAC login required)

Multi-domain operations (MDO) and interoperability are keys to success in near-peer conflicts. Much work has been done to ensure systems and training across multiple nations

can work together to provide commanders with a common operational picture in real time. Staffs must plan and drive the commander's intent into actionable orders that are understandable across the multinational force, arrayed across the battlefield. This after action report is a series of 15 articles written by BG Johnny Davis, Commanding General, U.S. Army Joint Modernization Command, his staff, and participating nations. Key insights from Joint Warfighting Assessment (JWA) 2019 are discussed, covering a broad range of topics from MDO to joint all-domain command and control, providing a common interoperable mission command network. Commanders and staff will greatly benefit from their insight when conducting or planning for future multinational interoperability engagements. [JLLIS link.](#)



RECENT PUBLICATIONS, cont.

[Pacific Sentry 19-3 Multi-Domain Task Force Collection Report](#) (CAC login required)

Pacific Sentry (PS) 19-3 was a joint-enabled exercise that certified U.S. Army Pacific (USARPAC) as a combined joint task force (CJTF). The multi-domain task force (MDTF) and Intelligence, Information, Cyber, Electronic Warfare, and Space (I2CEWS) Detachment staffed small response cells for the exercise. USARPAC executed PS 19-3 to employ and synchronize U.S. Army assets in support of U.S. Indo-Pacific Command (USINDOPACOM) orders. The MDTF and I2CEWS Detachment had a representative forward deployed to the CJTF (USARPAC) staff in Hawaii. I Corps took the role of combined forces land component command (CFLCC). The MDTF was assigned to the CFLCC. The 2nd Infantry Division Artillery (DIVARTY) acted as the MDTF headquarters, a first for the DIVARTY staff in an exercise. This theater-strategic exercise with participating joint partners (613th Air Operations Center [AOC], U.S. Navy 3rd Fleet, USINDOPACOM, etc.) helped the MDTF demonstrate and refine its operations to enable joint maneuver. Lessons and best practices gleaned from PS 19-3 furthers our situational understanding of MDTF operations and requirements [JLLIS link](#).

[GTA 19-10-006 Law Enforcement and Policing](#) (CAC login required)

This graphic training aid (GTA) provides users a reference that compares and contrasts law enforcement to policing as both relate to the range of military operations. Additionally, this GTA shows the relationship of police intelligence operations to the intelligence process, emergency services task organization and tasks, and military working-dog support missions for garrison and combat. [JLLIS link](#).

[ABCANZ Standards, Reports, and Handbooks for Commanders and Staffs](#) (CAC login required)

The American, British, Canadian, Australian, and New Zealand (ABCANZ) Armies' Program is not an alliance; however, the ABCANZ nations have served and exercised together to pursue common objectives and improve multinational interoperability. This catalog uses four recent exercises to determine the areas that will improve interoperability within the ABCANZ Armies' Program. The target audience for this catalog is commanders and staffs from battalion to corps level involved with ABCANZ training, exercises, rotational deployment, or other training opportunities with partner nations within the ABCANZ Armies' Program. [JLLIS link](#).

BEST PRACTICE SUBMISSIONS

[Consolidating Gains and the Transition to a Consolidation Area: A Perspective from Warfighter 19-5](#) (CAC login required)**[1/25 Stryker Brigade Combat Team, Arctic Wolves "Goose" Hunting Expedition](#)** (CAC login required)**[Best Practices and Lessons Learned from a Gray Eagle Company Training to Conduct Mission Command of a Strategic-Level Asset in Support of Operation Inherent Resolve \(OIR\)](#)** (CAC login required)

NEWS FROM THE FRONT AND CTC

[Maneuver and CBRN Leader Management of Stratified Gas Hazards in Subterranean Environments](#) (CAC login required)**[BN S1's Guide for Success at the National Training Center](#)****[The Front of Military Education and Security Cooperation](#)****[Multinational Noncommissioned Officer Professional Development](#)****[A Peek Behind the Curtain: Leveraging Interagency at JRTC for Successful Real-World Engagement](#)****[Tactical Applications of Five Requirements for Accurate Fire: A BN FDO's Lessons Learned from NTC Rotation 19-10](#)** (CAC login required)**[French Participation in JWA "How to Prepare Our Future Together"](#)****[A Knowledge Manager's Perspective](#)**



JOINT READINESS TRAINING CENTER

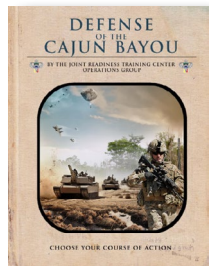


Update: In response to the change in rotational calendars, JRTC is diligently working to establish a virtual Leaders Training Program (LTP) so that units can continue to train and prepare for rotations while still adhering to Department of Defense policy in combatting COVID-19.

The Joint Readiness Training Center (JRTC) continues to provide relevant, rigorous, multi-echelon training to BCTs in preparation for large-scale combat operations on the decisive action battlefield against a near-peer threat with multi-domain capabilities while maintaining interoperability with our unified action partners.

In an effort to reverse some of the historical trends seen at the BCT level, the staff at the JRTC worked tirelessly to put together several projects designed to assist units in their preparation for a successful rotation at any CTC and increase overall unit readiness.

LTP published its Observation Report for FY19 and had these official recommendations for FY20: LTP is currently developing new seminars and revising others to address negative unit training trends noted during FY19. These changes focus on BCT employment of the cavalry squadron, BCT employment of fires, and battalion-level intelligence and information collection planning. These seminars should see introduction early in FY20 as part of a revision of day 1 training.

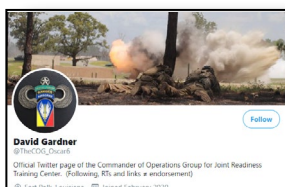


DEFENSE OF THE CAJUN BAYOU: This interactive decision-making book underscores the importance of decisions and is designed to prepare BCT's to succeed in Decisive Action. It's specifically designed to be interactive and not to be read straight through as you would a normal book. This book is an effort to reach units prior to their arrival at JRTC by giving commanders and staff realistic scenarios to think about while following the fictitious Cajun Brigade through the planning and execution of a defense. Leaders, from the brigade commander to the battle captain, must adjust to the rapid pace and need for constant focus on the brigade fight where every decision matters.



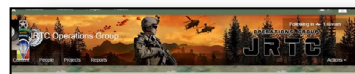
HOME-STATION BATTLE DRILLS TO HELP ACHIEVE SUCCESS AT THE JRTC: Continuing along these lines of efforts for trends reversal, the companion to the aforementioned book is Home-Station Battle Drills to Help Achieve Success at JRTC. The project is a compilation of over 70 battle drills across warfighting functions that are not resource-intensive and will be simple to understand and execute. These battle drills specifically target the individual and collective-level training tasks associated with the observed trends. The goal is to better prepare units for operations in a decisive action environment.

The next major upcoming project is "Vignettes for IBC T Companies in Decisive Action." This project will consist of a series of vignettes across a wide variety of company-sized formations that make up an infantry brigade combat team and will cover a wide variety of commonly seen problems. Each vignette will consist of a general vignette case study as well as key points of consideration followed by several courses of actions. Each course of action will then be discussed to highlight possible successes and pitfalls.



JRTC COG TWITTER ACCOUNT

The JRTC's Commander of Operations Group created this official JRTC Twitter account this February. The JRTC CALL Cell will provide teasers and links to be shared with the force via the official Twitter account.



JRTC OPERATIONS GROUP MILSUITE PAGE (CAC login required)

This official MilSuite page features all of the official JRTC publications; tactics, techniques, and procedures (TTP); best practices; and current points of contact. In the near future, the JRTC CALL Cell will become the official curator for the project to ensure continuity of service.



NATIONAL TRAINING CENTER



The National Training Center (NTC) continues to conduct tough, realistic unified land operations with our unified action partners. A few observations from recent rotations include electronic protection activities, engagement area development, and retransmission (RETRANS) teams' survivability.

- Field artillery firing units need to implement enhanced electronic protection techniques in order to reduce their signature to detection by the enemy. The 11th Armored Cavalry Regiment (ACR), NTC's professional opposing force (OPFOR), uses electromagnetic detection devices to find the rotational training unit (RTU) on the battlefield and uses that information to target them with indirect fires. There are two techniques all units in the Army can utilize with little training to reduce their electronic signature: electronic masking and electronic control. Electronic masking uses the lowest possible power setting on radios to communicate, making the signature smaller on the battlefield. Using available terrain to mask line-of-sight communications from enemy offensive cyber operations is an additional masking technique. Electronic control limits transmissions on radios or other communication platforms to only pertinent reports and traffic necessary to complete the mission. Extended reports transmitted from an area away from the main element ensure inaccurate location identification by the enemy. Incorporate electronic control into survivability criteria, such as moving after 30 voice radio transmissions. Electronic control using digital transmissions in lieu of frequency modulated (FM) voice reduces transmission time from over a minute to a fraction of a second for a fire mission.
- Stryker infantry company units often arrive to NTC with limited working knowledge of engagement area development (EA DEV) and capabilities of enablers, primarily engineer attachments. Units frequently mismanage time during the transition to defense, which affects enabler support from the planning process to execution. By focusing on correct utilization of engineer assets, building depth in the EA, and maneuvering in the battle position, units will see increased flexibility, a deeper breadth of echelonment of fires, and most importantly, increased options for the commander as the battle occurs.
- RETRANS team survivability continues to be an issue during NTC rotations. Teams are not certified according to the Army Signal Corps 2019 Training Strategy (Training Circular [TC] 6-02.1, July 2019) prior to deployment to NTC. They do not prioritize survivability when arriving on site and do not maintain situational awareness of friendly forces or the enemy situation template while moving to their site. Track RETRANS crew certification at the brigade level and hold the decision to break a crew at the battalion or brigade commander level. It should be no different from crew certification on an M1, M2, or Stryker. Prior to deployment to a CTC, the brigade S-6 section, in collaboration with the BCT signal company, should certify RETRANS crews according to the training and evaluation outlines (T&EO), 11-CW-7017, and TC 6-02.1. The training exercise should include a deployment readiness exercise followed using the T&EO and unit standard operating procedure (SOP) to certify the teams during both day and night using the unit's SOP for time standards. Additional foci for this training exercise should include call for fire training, observation post operations, and mounted day and night land navigation.

ADDITIONAL NTC RESOURCES

[Trends Update](#) (CAC login required). In January, NTC briefed the latest brigade and battalion trends (and associated platoon and company trends) seen across the force at the Army Lessons Learned Forum hosted by the Combined Arms Center.

[Building Your Brigade Staff Training Program](#) (CAC login required). Specifically written for incoming and current brigade commanders, this document provides "a way" to think about training BCT and battalion-level staffs without adding undue stress on the formation as they prepare for a rotation.

[NCO Crosswalk for Large-Scale Combat Operations](#) (CAC login required). Crosswalks the tasks that NCOs (down to E-7 level) should pay attention to in order to assist their leaders at echelon in the conduct of large-scale combat operations.

[Offensive Operations Against A Near-Peer Threat](#) (CAC login required). Focused primarily at the company level and below, this document compiles common identified weaknesses for various formations found in our BCTs. By organizational type, the members of Operations Group lay out TTP, along with recommendations for overcoming these weaknesses. This is a great resource for all commanders as they train to conduct tasks that support their offensive-oriented mission essential tasks.

For more, visit the [NTC Operations Group MilSuite site](#) (CAC login required).



JOINT MULTINATIONAL READINESS CENTER



In addition to large-scale combat readiness exercises focused on decisive action, the Joint Multinational Readiness Center (JMRC) also supports mission rehearsal exercises (MREs) that train U.S. and multinational forces for peacekeeping operations in Europe and Asia.

The Kosovo Force (KFOR) MRE trains units for peace support, stability, and contingency operations in Kosovo in support of civil authorities. The MRE is designed to replicate deployment conditions of KFOR Regional Command structures. Key training events for this rotation include:

- Coordinate and provide specialty training focused on leaders, individuals, and small units (for example, engagement skills, cultural awareness, personal security detachment duties, finance, postal, military police, medical, human intelligence collection, and explosive ordnance disposal) in order to provide the skills required in the execution of operations in Kosovo.
- Prepare staffs to plan and synchronize operations through the conduct of the command post exercise and the MRE; replicate the Area Support Team in theater to set conditions for training unit interaction upon deployment.
- Develop small unit skills related to air movement and crowd riot control operations through situational training exercise lanes.
- Train the integration and synchronization of the entire unit's systems through the MRE.
- Ensure Soldiers understand the operational environment, rules of engagement, commander's guidance and intent, as well as the culture within Kosovo.

The GEO (Georgia) Rotation is a Marine Forces Europe-led MRE, preparing Georgian forces for deployment to Afghanistan in support of the Resolute Support mission. These Georgian forces contribute to stability operations, low density counterinsurgency, and ensure law and order within Afghanistan. This MRE replicates the operational environment forces will face once deployed.

Key training events for this rotation include:

- Mounted cordon and search.
- Vehicle and personnel entry control point operations.
- Interdiction operations.
- Extraction operations.
- Day and night patrols/convoy operations.

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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