



CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

3rd QTR, FY20



DIRECTOR'S CORNER

This summer, CALL is continuing to collect lessons and observations from units and organizations as part of the Army response to COVID-19. In May, we sent two analysts to the U.S. Military Academy to observe and capture lessons and best practices of the reception, staging, onward movement, and integration process in advance of the 13 June graduation ceremony at West Point. Our team observed the return of more than 1,000 newly commissioned second lieutenants to the campus; this process included a phased and controlled reception, COVID-19 testing, and integration into a 14-day training program focused on Academy clearing requirements while maintaining a self-monitoring posture. A formal report documenting those findings will be available later this month. Other efforts include the development of "Army 21," an interactive, online tool designed to inform and educate junior leaders on the basics of Army units – doctrinal warfighting concepts, unit formations, and key equipment capabilities. We expect to make this tool available to the force later this fall. Finally, be sure to read our updates from the combat training centers. The COGs and their teams are finding unique and innovative ways to adapt training to meet the challenges of the COVID-19 environment. Their efforts are yielding benefits that will last well beyond the current crisis.

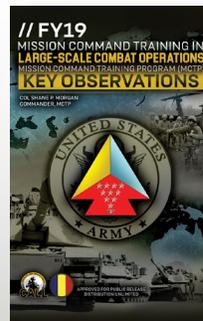


RECENT PUBLICATIONS



[20-08: Musicians of Mars IV: The Mustangs' War \(Deliberate Attack\)](#)

LTC Milner and the Soldiers of Task Force (TF) Mustang are back in this final installment of the series. The focus is on tactical leaders' decisions as the unit transitions from a hasty pursuit to a more deliberate offensive operation. Tactical leaders' decisions, both good and poor, are designed to stimulate discussion of small-unit training, leadership, professionalism, and planning in large-scale combat operations (LSCO). Musicians of Mars IV displays leader progression as its protagonists advance through combat operations. Whether discussing combined arms breaches or reconnaissance and security operations, LTC Milner and his subordinates are intended to be an avenue through which battalion and field grade officers can initiate a professional discussion with their subordinates. [JLLIS link.](#)

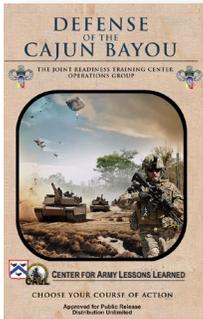


[20-15: FY19 Mission Command Training in Large-Scale Combat Operations](#)

The information in this bulletin comprises recent observations from Warfighter exercises in a LSCO environment. The authors are a collaborative group of experienced leaders, noncommissioned officers (NCOs), chief warrant officers, and officer observer-coach/trainers (OC/Ts), working in conjunction with MCTP highly qualified expert/senior mentors. This bulletin provides an overview of the top seven collective trends organized by echelon of command and warfighting function, with additional emphasis on the integration of U.S. Air Force assets, special operations forces, and cyberspace electromagnetic activities. NCO utilization observations are also included to help facilitate the integration of NCOs into command posts. [JLLIS link.](#)



RECENT PUBLICATIONS, cont.



[20-16: Defense of the Cajun Bayou](#)

This book is an effort to reach units prior to their arrival in Louisiana by giving them realistic scenarios to think about while following the Cajun Brigade through the planning and execution of a defense. While reading, take note of the guidance the brigade commander provides his staff. Watch the staff focus on achieving the commander's guidance through its planning sessions. Study how the staff primaries take an active role in their struggle to understand, and apply that guidance. Empathize with them as they do it all under the duress and tyranny of time. Throughout, the authors have provided an opportunity for the reader to take an active role. [JLLIS link](#).

[20-13: 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 expands on the previous version, and 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](#).

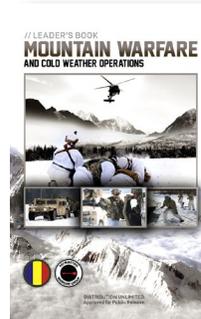
[Multi-Domain Task Force Special Study](#) (CAC login required)

This CALL multi-domain task force (MDTF) special study provides insights, lessons, and best practices regarding the integration and application of multi-domain operations (MDO) capabilities executed by the MDTF, and supported by the intelligence, information operations, cyberspace, electronic warfare, and space detachment for the past three years in the Pacific area of responsibility while examining the MDO emerging concept. [JLLIS link](#).

[1st ID "How We Fight" — Distributed Mission Command in Decisive Action Warfighter 19-04](#)

(CAC login required)

This publication codifies the division's best practices and lessons learned. Combined with the division tactical standard operating procedure, it forms the basis for integrating new staff members, and ensures continuity in the understanding of how the division executes combat operations.



[20-14: Mountain Warfare and Cold Weather Operations Leader's Book](#)

Mountains present leaders and units with unique challenges that compound existing difficult combat realities. This handbook addresses the principal gap of informing leaders and staff of the considerations necessary to plan, operate, fight, and win in mountainous terrain at the company level and above. Leaders will find this handbook valuable in prioritizing tasks for training and predeployment planning for any military operations in the mountains. No previous mountain training or expertise is required to understand and practice most tactics, techniques, and procedures contained in this publication. Users who have experience operating in a mountainous environment can use this handbook to assist them in learning what veterans of mountain operations already know: Vertical environments are among the most challenging in which to conduct and sustain combat operations. [JLLIS link](#).



[GTA 19-10-007: Doctrine Smartcard](#)

CALL analysts, having observed numerous iterations of the Mission Command Training Program's Warfighter exercises and combat training center (CTC) rotations, have identified key doctrinal areas that most junior Soldiers and leaders routinely reference. These include areas relevant to Army planning, and Army offensive and defensive operations. This quick reference aims to help Soldiers quickly identify and reference key doctrinal terms and steps in high operational tempo training environments. [JLLIS link](#).

[Yama Sakura 77 Initial Impressions Report](#) (CAC login required)

This initial impression report provides insights, lessons, and best practices from Yama Sakura (YS) 77 conducted 3-16 DEC 2019 at the Eastern Army cantonment at Camp Asaka, Japan. YS 77 continued the annual U.S. Army Japan bilateral exercise series with the Japanese Ground Self Defense Force (JGSDF). The primary training audiences for the exercise was the JGSDF Eastern Army and the U.S. Army I Corps. [JLLIS link](#).

[Dynamic Force Employment Quick-Look Report](#) (CAC login required)

This report aims to highlight the critical elements of generating and maintaining strategic readiness within units that must be "ready now." [JLLIS link](#).



NEWS FROM THE FRONT AND CTC

[Proximity is not a Prohibition: Engaging Lawful Military Targets in the Vicinity of No-Strike Zones](#) (CAC login required)

[Multinational Patient Evacuation and Coordination Cell](#)

[The Army Interoperability Measurement System](#)

[Sustaining Division Readiness Through Existing Training Opportunities](#)

[Train the Trainer: Kuwaiti Police Special Forces Female Very Important Person Protection Team](#)

BEST PRACTICE SUBMISSIONS

[Counter-Unmanned Aerial Systems: Lessons from the Front Lines](#) (CAC login required)

[Division Fires Rehearsal Best Practices](#) (CAC login required)

COVID-19 RESPONSE

[COVID-19 Key Leader Guide](#) (CAC login required)

[U.S. Army Africa and U.S. Army Garrison-Italy Tackle COVID-19](#) (CAC login required)

NEWS YOU CAN USE

[ADP 5-0: The Operations Process \(Audiobook\)](#)

Army Doctrine Publication (ADP) 5-0 provides doctrine on the operations process, the Army's framework for organizing and putting command and control into action.

[ADP 6-0: Mission Command: Command and Control of Army Forces \(Audiobook\)](#)

ADP 6-0 provides a discussion of the fundamentals of mission command, command and control, and the command and control warfighting function. It describes how commanders, supported by their staffs, combine the art and science of command and control to understand situations, make decisions, direct actions, and lead forces toward mission accomplishment.

[ADP 6-22: Army Leadership and the Profession \(Audiobook\)](#)

ADP 6-22 establishes and describes the Army profession and the associated ethic that serve as the basis for a shared professional identity. It establishes and describes what leaders should be and do.



Center for the Army Profession and Leadership (CAPL) Resources

[Commander's Handbook for Unit Leader Development](#)

[Self-Development Handbook](#)

[Character and Ethical Leadership Self-Reflection Guide](#)

CAPL Counseling Resources

[Army Training Publication 6-22.1: The Counseling Process](#)

[Junior Enlisted Counseling Support Tools](#)

[Learning by Example Army Counseling Video Series](#)



NATIONAL TRAINING CENTER



As our Army incrementally begins to conduct large-scale collective training once again, the National Training Center (NTC) utilized time available over the last few months to continue to improve our capability to train rotational units.

Over the last month, we have adapted to be able to conduct operations in a COVID-19 environment. For at least the next several months, we anticipate all COVID-19 mitigations to remain in place. This includes social distancing, wearing of personal protective gear (masks), and routine testing prior to all CTC rotations, as well as routine screening and monitoring during rotation. The changes will allow our Army to continue to train while mitigating the risks of infection to every extent possible. Major changes at the NTC during rotations will include:

- Social distancing and personal protective equipment in the rotational unit bivouac area (RUBA) and during rotations.
- Early implementation of expeditionary reception, staging, onward movement, and integration (RSOI) (see below) to prevent units from overlapping one another.
- Rotational training units restricted from entering main post to maintain necessary safety zones.
- Isolation and quarantine procedures identified in the event any Soldier becomes symptomatic.

Moving forward, we look forward to working with rotational units to ensure that we keep our Soldiers safe as they build readiness for our Army. An information paper, "Training and Operating in a COVID-19 Environment," can be found on the NTC Operations Group MilSuite website at <https://www.milsuite.mil/book/docs/DOC-824557> (CAC login required).

Also, the NTC recently conducted an internal rotation with the 11th Armored Cavalry Regiment. Unique in every regard, this rotation employed Blackhorse Soldiers in a field environment while the remainder of Operations Group re-rolled themselves as a corps headquarters and conducted constructive division-level operations to prepare for future rotations at the NTC. This exercise blended the NTC Live CTC Instrumentation System with the Army's Warfighter Simulation (WARSIM) capability to provide a large-scale live/constructive training capability to the Army as we continue to prepare our formations to conduct LSCO. We look forward to exercising this capability with the 1st Infantry Division in the near future.

Additionally, NTC began the re-implementation of a review of leader strengths/weaknesses during rotations. Formerly known as the "blue card" (often referred to as the "walk in the desert") these leader development reviews in the midst of a rotation are meant to help leaders better understand how they are seen when undergoing their crucible experience at NTC. Along these lines, Operations Group developed papers to describe common leader challenges during rotations, but more succinctly, what we see the best leaders do on the ground at the NTC at various echelons. They can be located on the Operations Group MilSuite website at <https://www.milsuite.mil/book/docs/DOC-824560> (CAC login required).

Finally, the NTC began moving dirt to prepare the installation to receive rotational training units as they conduct expeditionary RSOI operations, beginning in August. Originally planned for implementation beginning in Rotation 21-02, COVID-19 mitigations have allowed us to speed up implementation of this initiative. Units will no longer mass their equipment and personnel into a tight motorpool that would be susceptible to multiple enemy-based anti-access/area denial threats. Simply put, units will download equipment, receive personnel, and move directly to a tactical assembly area in the desert. This methodology better represents the way Army forces will be required to flow into an austere theater and build combat power quickly. An expeditionary RSOI information paper, as well as a concept slide can be found on the NTC Operations Group MilSuite website at <https://www.milsuite.mil/book/docs/DOC-824559> (paper) and <https://www.milsuite.mil/book/docs/DOC-824558> (concept slide) (CAC login required).

Each of these changes only enhance our ability at NTC to continue to train the world's best Army. They truly demonstrate the determination and adaptability of our force as we navigate these turbulent times. If there is anything that the Operations Group team can do for your organization, please do not hesitate to ask. We are always here to help.

Sincerely,

Michael J. Simmering
Commander, Operations Group
National Training Center

JOINT READINESS TRAINING CENTER

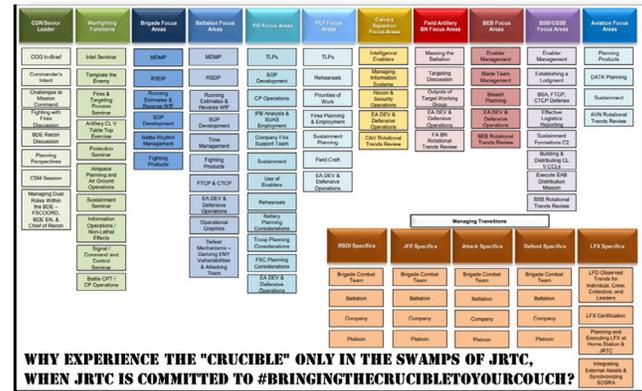


The Joint Readiness Training Center (JRTC) continues to provide relevant, rigorous, multi-echelon training to brigade combat teams (BCTs) in preparation for LSCO on the decisive action battlefield against a near-peer threat with multi-domain capabilities while maintaining interoperability with unified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

Fighting with Fires. This project is focused on fighting with fires at the BCT level in decisive action. BCTs are increasingly focused on fires when they deploy to the JRTC, which has been a long-term point of friction. The stand-alone article is “Don’t Wait Until Fight Night” by LTC Rick Johnson (F06), and is designed to reverse some of the observed trends in preparation to utilize fires during “fight night.” The “Fixing Fires” compilation has a great set of observations, trends, and recommendations on specific challenges associated with the planning, preparation, and actual employment of fires in decisive action.

Tactical Flashpoints – Vignettes for BCT Company-Level Formations in a Decisive Action Environment. This series of vignettes across a wide variety of company-sized formations that make-up an infantry brigade combat team will cover a wide variety of commonly encountered problems seen by company-level leaders. Each vignette will consist of a general vignette case study, as well as key points of consideration followed by several different most likely courses of action. Each course of action will then be discussed to highlight possible successes and any pitfalls. Assign any one of these vignettes to leaders for them to read and prepare thoughts, and then get back together and discuss the lessons as a group. The group can then move on to the next topic and repeat the process.



Virtual Leader Training. <https://www.milsuite.mil/book/docs/DOC-785485> (CAC login required). The force is currently fighting to maintain the proper balance of safety for troops and families with readiness training to accomplish the mission in a COVID-19 environment. Remaining flexible and innovative, the JRTC is offering a menu of virtual training options. Leaders and Soldiers will be able to engage JRTC OC/Ts directly, at any echelon, while maintaining training and leader development. Virtual JRTC is a way to bring an OC/T to Soldiers for individual and small-group focused leader development. JRTC can coordinate and develop tailored training based on the menu of Virtual Leader Training available at the MilSuite link, or tailor something to unit specific needs. This is not a website or portal with PowerPoint slides, it is the ability to virtually, visually, and digitally connect to your own OC/T. It is like having a personal trainer. Virtual

training offers a robust menu of topics, for every echelon. The goal is to provide trained expertise to formations on any tactical/warfighting topic, at any echelon, on any distance learning platform, and to any audience size. JRTC is committing its OC/Ts to this effort, to meet individual/unit needs.



JRTC Leader Training Program Video Series. <https://www.milsuite.mil/book/docs/DOC-796104> (CAC login required). In an effort to “Bring the Crucible to Your Couch,” the Commander of Operations Group (COG), COL David Gardner, and the JRTC team are pleased to announce a six-part series focused on the military decision-making process and overall planning considerations for commanders and their staffs at the brigade and battalion levels. The video series is hosted by the JRTC COG during the JRTC’s LTP. This is just a sample of the in-depth training commanders and their staffs receive when they come to the swamps, and now it is available for home or office viewing.



JOINT MULTINATIONAL READINESS CENTER



During the past three months, the Joint Multinational Readiness Center (JMRC) worked closely with tenant units and the local garrison staffs of Hohenfels and Garmisch-Partenkirchen to improve systems and procedures for COVID-19 prevention and isolation to protect Soldiers, families, and civilians. Although Soldiers were tasked to support the COVID-19 response efforts, and non-essential Soldiers and civilians teleworked from their homes, maintaining mission readiness remained JMRC's primary focus.

In addition to planning and preparing JMRC's support to Defender Europe 2020 Plus, JMRC's Operations Group took part in several initiatives to maintain readiness through non-standard means. JMRC hosted the virtual Multinational Interoperability (MNI) Academy, focusing on an understanding of the domains of interoperability, critical differences in gap crossing operations between U.S. and NATO doctrine, and targeting and intelligence fusion with unified action partners. OC/T teams also participated in the anti-personnel obstacle breach system (APOBS) inert training teleconference, conducted a doctrinal review of NATO ATP 3.12.1 *Allied Tactical Doctrine for Military Engineering*, collaborated with other CTCs to update the CALL *Rules of Engagement Vignettes Handbook*, provided input to ATP 3-90.40, *Combined Arms Countering Weapons of Mass Destruction*, and conducted various leader professional development sessions over unified communication and collaboration platforms such as Microsoft Teams.

1-4 Infantry, JMRC's opposing forces battalion, maximized the time available to continue training on various Soldier and small unit tasks. A mutually-supporting partnership with the regionally allocated force allowed tank crews to complete live fire prerequisites, to execute gunnery tables III–VI, to perform all platform-centric gunnery skills test tasks, and to conduct additional training on the Abrams tanks. The companies of the battalion also conducted section, squad, and platoon situational training exercises; completed individual weapon and mortar qualification; fired TOW missiles; and trained for and executed platoon external evaluations and platoon live-fire exercises.

JMRC also remained committed to community care and outreach under the "new normal" created by COVID-19. Virtual town halls and command messaging kept the community informed on the current and future COVID-19 conditions. Using various digital platforms such as Facebook and Zoom, JMRC chaplains provided religious services and spiritual outreach to the community. Despite the inability to host in-person cultural awareness observances, JMRC used virtual digital platforms to maintain the Army's commitment to special observances virtually.

The next three months will find JMRC returning from Defender Europe 2020 Plus, conducting its summer transition as many departing teammates are replaced by new inbound personnel, and establishing a COVID-19 caused "new normal" while conducting combat training center rotations at Hohenfels.

SOCIAL MEDIA

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