



CALL INSIDER

2nd QTR, FY21

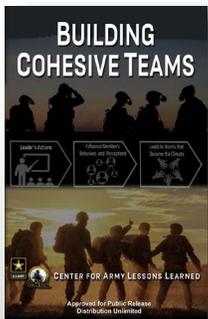
DIRECTOR'S CORNER

This quarter, we are very excited to announce the publication of *Building Cohesive Teams*, including a foreword by Sergeant Major of the Army Grinston. In 2015, CALL published the [Leader's Guide to Teambuilding](#), which is still a useful and relevant resource for building teams from individuals who do not have a habitual working relationship. This handbook, in contrast, incorporates the tenets of the "This is My Squad" initiative and features input from leaders and squad members across the Army. The lead author for this publication and CALL's Brigade Combat Team Branch Chief, Ron Pruyt, wants to seize on the interest we've seen in this book by soliciting your input for future features and articles. We want you send us your best teambuilding stories! What techniques or activities did you or your leaders implement that resonated with you and your team? Let's keep this conversation going and share those techniques, events, or anecdotes that helped you feel a part of your "squad." There is often so much negativity surrounding us, let's focus on the positive and help each other with these teambuilding lessons and best practices. Please send your input to usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@mail.mil and put #Teambuilding in the subject line. We look forward to hearing from you!

Christopher J. Keller
COL, IN



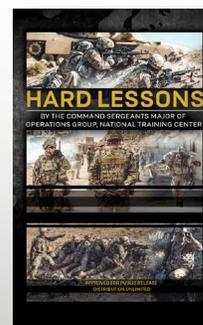
RECENT PUBLICATIONS



Building Cohesive Teams

This handbook contains information for leaders on how to build teams and contribute individually to team success, including how to create a cohesive climate and resolve conflict. There are vignettes throughout the handbook to help illustrate key points. These vignettes are experiences from Soldiers across the Army. Some are from

the Sergeant Major of the Army's "This is My Squad" panel, while others were gathered from interviews with leaders and squad members at various locations. Leading Soldiers is an honor and a privilege. However, this endeavor is sometimes difficult and does not come naturally for everyone. That is precisely why publications like this are so important. Leaders should continually seek self-improvement, and this handbook is a great place to start. It will not provide all the answers, but it can serve as a road map on where to go.



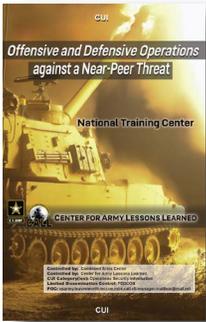
Hard Lessons

Written by the command sergeants major (CSMs) of Operations Group, National Training Center (NTC), this handbook was inspired by the book, *66 Stories of Battle Command*, where commanders shared their experiences during NTC rotations and provided "a way" to other commanders before they have to make a decision for a specific

situation. The NTC CSMs have the same intentions with the publication of this handbook. The stories include experiences as an operations SGM and CSM at the battalion and brigade levels. Some of the stories provided will create differing opinions, but are only intended to share the authors' experiences with those who may face the same or similar situations. In each rotation, NTC leaders observe SGMs who, once exposed to a situation, produce extraordinary results. These stories are not meant to expose any unit; they are meant to unearth possible solutions. [JLLIS link.](#)



Recent CALL Publications, cont.



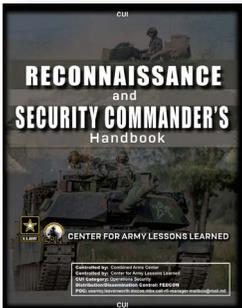
Offensive and Defensive Operations Against a Near-Peer Threat (CAC login required)

The U.S. Army's focus on large-scale combat operations (LSCO) brings added layers of complexity to prosecute successful offensive and defensive operations. With multiple corps and divisions potentially occupying the battlespace simultaneously, the ability to synchronize and coordinate operations at echelon becomes paramount. These challenges manifest at the brigade combat team (BCT) level and below every rotation at the NTC as units attempt to conduct synchronized operations in a fast-paced, open-phasing construct. This handbook is intended to assist formations in developing effective tactics, techniques, and procedures (TTP) to conduct offensive and defensive operations and includes a section on building brigade (BDE) staff training programs, providing "a way" to think about training BCT- and battalion-level staffs without further stressing formations preparing for a rotation. [JLLIS link.](#)



Preparing for Large-Scale Combat Operations

This handbook sets forth the "how to fight" concept and commensurate training techniques at echelon that allow units to succeed at the NTC. Leaders at NTC specifically designed this handbook to help units at echelon understand an operational environment; develop TTP for success; and better understand how to train for this environment at home station. By combining the lessons in this handbook with the Army's current training strategies, units training at home station will arrive at the NTC better prepared to conduct LSCO against a near-peer threat. [JLLIS link.](#)



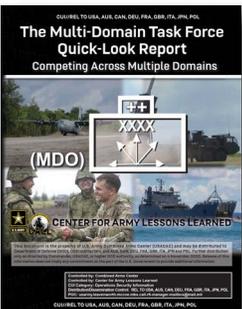
Reconnaissance and Security Commander's Handbook (CAC login required)

This handbook, an update replacing CALL 17-12 of the same name, was developed through a collaborative effort of experts across the force to help improve the proficiency of cavalry formations. This reference guide provides TTP, observations, doctrinal guidance, and recommendations to assist leaders at the brigade level and below. The handbook is meant to complement Field Manual (FM) 3-98, *Reconnaissance and Security Operations*, 1 July 2015, and serves as a resource to identify common problems and provide potential solutions for tactical leaders and planners.



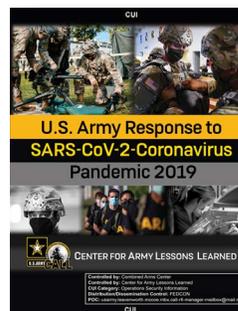
Leader Development in Contact

In this handbook, leaders from Operations Group, National Training Center (NTC), examine the art of leadership, its application on the replicated NTC battlefield, and what some of the more successful rotational unit leaders do to build winning teams. Each chapter, written by a senior observer coach/trainer (OC/T), covers the tactics, techniques, and procedures (TTP) that have been demonstrated to be successful in a specific warfighting function. "Leader Development in Contact" will be a valuable addition to every leader's professional development toolkit. [JLLIS link.](#)



MDTF Quick-Look Report: Competing Across Multiple Domains (CAC login required)

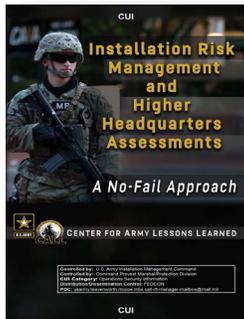
The multi-domain task force (MDTF) is the centerpiece for Army transformational change. The MDTF is the first of its kind; a unit designed to and maintain positions of relative advantage across multiple domains. This report informs operational-level commanders and staffs of the MDTF's concept, structure, and capabilities; provides key lessons learned to date; and discusses the MDTF's way ahead. [JLLIS link.](#)



U.S. Army Response to SARS-CoV-2 Coronavirus Pandemic 2019 Report (CAC login required)

The Army's response to the Coronavirus Disease 2019 (COVID-19) pandemic is a success story. Army leadership quickly identified the threat, immediately took measures to protect the force, and responded to the nation's needs during this globally integrated multi-domain operation. This report highlights key recommendations from the Army's response to the COVID-19 pandemic in eight key focus areas (medical capacity and capability, accessions/professional military education, modernization, installation capacity/sustainment, mobilization, command and control, readiness, and partners and allies). [JLLIS link.](#)

Recent CALL Publications, cont.



[Installation Risk Management and Higher Headquarters Assessments](#)

(CAC login required)

This handbook assists garrison commanders and senior leaders with understanding how installation risk management and higher headquarters assessments (HHAs) strengthen protection programs and enable Army readiness, mobilization, and deployment. It provides detailed information about risk management, convergence, mission assurance, how to position for success in HHAs, and how to use the corrective action planning process to identify gaps, build capability, reduce risk, and strengthen accountability. [JLLIS link](#).



[Leadership Guide to Externally Evaluated Exercises](#)

This handbook provides senior leaders and garrison commanders with a guide to the Installation Management Command's Full Scale Exercise (FSE) Program. It details the role of leaders in training, the design process, the external evaluation process, and corrective action plan/improvement plan process. The purpose of this handbook is to provide installation leadership a timeline for engagement in the FSE process and strategies for planning, execution success, and improvement. [JLLIS link](#).

ARTICLES AND NEWS FROM THE FRONT/CTC

[Command Relationships in Defense Support of Civil Authorities](#)

[How the Army Does Smart: Smart Cities and Installations of the Future](#)

[Decisive Action, Security Force Assistance, and Aviation Task Force Integration: Lessons Learned from JRTC 21-02](#) (CAC login required)

[U.S. Army Africa Safety Pilot Program: A Best Practice to Build Partner Capacity](#)

[Third Infantry Division TGS Training and Operations](#) (CAC login required)

[Training in Contested Spaces: How Fort McCoy's COVID-19 Risk-Mitigation Protocols Set Conditions for the Army Reserve to Resume Training](#)

[3rd Armored Brigade Combat Team, 1st Armored Division Spectre Platoon: Ghost Recon](#) (CAC login required)

[Geospatial Intelligence Lessons Learned and Best Practices for Supporting Humanitarian Aid and Disaster Relief Operations Hurricane Eta and Hurricane Iota - November 2020](#) (CAC login required)

BEST PRACTICE SUBMISSIONS

[Response Cell Support to a Warfighter Exercise](#) (CAC login required)

Written by the commanders and staff of 1st Stryker Brigade Combat Team, 4th Infantry Division, the authors describe their experience when assigned responsibility for manning four of six brigade response cells in support of a division WFX. A cursory search on the internet yields zero results for how to prepare as a WFX response cell. This article is intended for battalion commanders and BCT commanders as they prepare their teams to become a WFX Response Cell. The hope is that this article changes that search result, and that others will join the conversation by contributing their recommendations and best practices to enable future commanders. (This article also includes JLLIS links [CAC required] to useful battle drills, event trackers, and reports provided by the authors.)



NATIONAL TRAINING CENTER



The NTC has organized the Ghost Team in recognition of Combined Arms Center (CAC)/Army Cyber Command (ARCYBER) efforts to fix the information integration, coordination, and synchronization challenges across the force by creating a single point of contact for information advantage activities and developing a team structure that forces information-related capability (IRC) integration at all levels and across warfighting functions (WfFs).

While IRCs were already doing great work at NTC, much of their efforts were stovepiped and not synchronized across IRCs and the WfFs. Plans, higher command (HICOM), and exercise control (EXCON) were executed largely through the Operations Group staff (Lizard) while observer coach/trainers (OC/Ts); media on the battlefield; and other civilian activities on the battlefield were executed through other critter teams (Bronco, Lizard, and Vulture). There was not an IRC integration and synchronization function present in Operations Group. By creating Ghost Team, the commander of operations group (COG) now has a single point of integration, synchronization, and coordination for all things information/IRC/information warfare (IWAR) related.

Ghost Team consists of psychological operations, civil affairs, public affairs operations (PAO), cyber electromagnetic activities (CEMA), and space OC/Ts and planners. Ghost Team also executes all of the HICOM and EXCON functions of all IRCs. When visiting IRCs support a rotation in guest OC/T or HICOM roles (like the expeditionary cyber team, Asymmetric Warfare Group [AWG], Space and Missile Defense Command [SMDC], etc.), they fall under Ghost to support. Ghost Team directs all media and civilians on the battlefield, tells them where to be, outlines what to say, and provides real-time adjustments to add realism to protests, media releases, and other actions. Ghost Team leads implementation of non-government organizations, partner nation, and U.S. government role players during the rotation. Ghost Team is also responsible for the implementation and upgrades to the information environment and supporting contractors before, during, and after rotations.

The military occupational specialty for all five senior leaders of Ghost Team illustrates the crosstalk and synergy achievable through this model:

- Senior Trainer/Chief = Functional Area 30 (Information Operations) LTC
- Senior NCO Trainer = CEMA/(Electronic Warfare) MSG
- XO = Public Affairs MAJ (P)
- S-3/Operations = Civil Affairs MAJ
- Operations NCO = Psychological Operations SFC

MISSION COMMAND TRAINING PROGRAM



From the beginning of the fiscal year, the Mission Command Training Program (MCTP) has continued the Warfighter Exercises (WFXs), effectively mitigating challenges posed by COVID-19. In February, MCTP conducted WFX 21-3 for the 1st Infantry Division at Fort Riley, KS, as well as the 3rd Infantry Division at Fort Stewart, GA. The performance of both units yielded several best practices and highlighted various challenges posed by a peer-level threat in LSCO. The [CALL WFX 21-3 Post Exercise Report](#) (CAC login required), providing both observations from the exercise and highlights of the interviews with the division commanders, is located on the Joint Lessons Learned Information System.

Additionally, MCTP is finishing execution of WFX 21-4. WFX 21-4 is a multinational effort including units from the United Kingdom and France alongside the 1st Armored Division under the direction of the U.S. Army III Corps. As part of this effort, CALL provided a robust collection and analysis team to help identify lessons, best practices, and challenges associated with multinational interoperability in LSCO. Expect to see products from this exercise published over the next quarter.

JOINT READINESS TRAINING CENTER



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

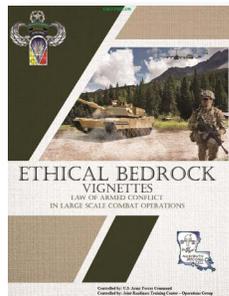


Fires Warfighting Function Best Practices

(CAC login required)

This project builds on a doctrinal foundation, coupled with the latest trends-reversal efforts and best practices, as well as several lessons learned and “a way” examples. It covers a wide variety of topics, and is designed to provide the basis for a leader professional development session at the unit level that sparks dialogue between the commander and staff.

Additionally, this project is paired with several projects from the past: *Don't Wait Until Fight Night*, *Fixing Fires Compilation*, *The Correct Rehearsals Executed Correctly... It's Time to Fix IC/Fires*, and several articles from *Light Fighting at the JRTC*, Vol. IX journal.



Ethical Bedrock Vignettes: Law of Armed Conflict in Large-Scale Combat Operations

(This publication will require CAC login when published.)

This publication consists of 20 individual vignette articles divided into categories including reception, staging, onward movement, and integration, and offense and defense. It is hyperlinked for convenience and designed to be a companion for CALL's counterinsurgency legal vignette handbook, but aimed at decisive action, specifically LSCO.

This project was born from an article written at the start of fiscal year 2020, which received a substantial amount of correspondence and leaders at JRTC felt the subject deserved more attention.

The JRTC legal team took the initiative to reach out to the other CTCs. Their teams, as well as the Judge Advocate General's Legal Center, graciously participated in this endeavor, making it a much more well-rounded document.

COMING SOON

Mission Command Training in Large-Scale Combat Operations (Mission Command Training Program Key Observations)

The information in this handbook is a snapshot of MCTP's recent observations of Army training in a LSCO environment. These observations were written by a collaborative group of experienced officers, noncommissioned officers, and chief warrant officers working in conjunction with highly qualified expert-senior mentors. In an effort to increase the frequency of sharing observations, best practices, and trends, MCTP will continue publishing this handbook on a semi-annual basis as a cargo pocket-sized book for easier reference. This will be the first of the two FY21 publications and is intended to better prepare Army formations with enhanced training proficiency to fight and decisively win during LSCO.

Command Post Computing Environment and Command Post of the Future Integration

This handbook is focused on the integration of command and control information systems (C2IS) at the brigade and battalion level. It will also provide information for the most common C2IS found at all echelons and provide instructions to display C2 information on the CPCE and CPOF workstations. The primary audience for the CPCE and CPOF Integration Handbook is the C2IS operators and the digital staff.



JOINT MULTINATIONAL READINESS CENTER



Interoperability directed.

The Army Campaign Plan (ACP19+) provides overarching direction for interoperability, requiring the Army to be interoperable by design and able to routinely operate coherently and effectively with allies and partner nations. The Army currently has three combat training centers (CTCs) capable of providing large-scale, simulated combat training for units preparing for regionally aligned operational and combat operations. The Joint Multinational Readiness Center (JMRC) affords the opportunity and platforms for multinational training and interoperability through intentional exercise design for U.S. and multinational brigades.

Interoperability defined.

The Army defines interoperability as “the ability to routinely act together coherently, effectively and efficiently to achieve tactical, operational, and strategic objectives” (Army Regulation 34-1). NATO views interoperability much the same way, but more specifically as an enabler of forces, units, and systems to operate together and allow for shared doctrine, practices, infrastructure, and communication. Simply stated, interoperability synergizes the military operations of allied countries and partner nations.

Interoperability assessed.

Allied Joint Publication (AJP)-01 (E), *Allied Joint Doctrine*, delineates three domains of interoperability: human, procedural, and technical. The JMRC has adapted this framework when assessing an organization’s ability to execute interoperability.

- Human: The building blocks of a team; the ability to achieve a common visualization and comprehension of capabilities.
- Procedural: The establishment and enforcement of similar processes, policies, standards, and doctrine across the multinational formation.
- Technical: The procurement and use of compatible equipment across all warfighting functions; a shared understanding of capabilities and their tactical employment.

Interoperability trends, observations, and recommendations.

Overall, interoperability trends observed demonstrate the inherent friction brought about by tactical-level, multinational operations. Most trends result from ineffective communication, requiring mitigation through human, technical, or procedural solutions. These trends address gaps and key points of friction that should be addressed to ensure synchronization throughout multinational operations.

Trend

Observation and discussion: Personnel (liaison) exchanges are the most effective method currently employed to overcome the inherent friction of multinational operations. However, units do not always select individuals who possess requisite tactical knowledge or technical capability to afford the required interoperability of their unit.

Recommendation: Selected liaisons must possess the appropriate guidance, manpower, and equipment in order to be versatile and overcome the inherent friction of multinational operations. Selected personnel ought to possess both technical and tactical expertise to highlight unit capabilities, identify gaps, advise on process and procedure, and build the necessary rapport. Despite preconceived challenges, liaisons must be able to effectively communicate across all platforms, seamlessly integrate into unit-level operations, and continuously operate.

Trend

Observation and discussion: A shared understanding of standard procedures, critical information, key weapon systems’ capabilities and tactical employment, and operational terminology and graphics is often lacking across multinational organizations. These capabilities have yet to be developed in order to optimize task organization and ensure synchronization.

Recommendation: Prior to integration, training units should conduct detailed capabilities briefs between elements to best identify gaps and opportunities. Additionally, shortcomings and operational terminology variances should be articulated and addressed during mission analysis, operational planning, and rehearsals.

Trend

Observation and discussion: Units are unable to gain or maintain secure communications due to incompatible security protocols, unrehearsed reporting requirements, inability to conduct tactical-voice bridge operations over multiple frequencies, and language limitations. These observations are particularly prevalent when units are placed under induced pressure. The most common results are training units operating under separate networks and frequencies, unable to bridge lower-level analog reports to higher digital systems, thus limiting communication to essential personnel and restricting the bandwidth of reports, most often impacting fires and logistics.

Recommendation: It is best to work toward a shared understanding through detailed in-person discussions during the prepare phase of operations. Additionally, the importance of the confirmation brief, the backbrief, and the combined arms rehearsal cannot be overlooked or understated. Also, overly articulated transition briefs between the future and current operations cells, synchronized rehearsals, and consistent and accurate communications checks are important toward validation of interoperability.



NEWS YOU CAN USE

Training Circular (TC) 6-0 – Training the Command and Control Warfighting Function

TC 6-0, *Training the Command and Control Warfighting Function*, is the introductory guide for commander (battalion through corps) use in incorporating command and control training during unit training management. TC 6-0 supersedes the Mission Command Training Strategy 2013-2019, and explains the use of echelon-specific training tables found in the TCs listed below. All Mission Command Center of Excellence Directorate of Training (MCCoE-DOT) training products can be found at the [Central Army Registry](#).

TC 6-0.1, *Mission Command Information System Integration Training and Qualification: Digital Crews*

TC 6-0.2, *Training the Mission Command Warfighting Function – Battalions, Brigades, and Brigade Combat Teams*

TC 6-0.4, *Training the Mission Command Warfighting Function – Divisions and Corps*

TC 6-6, *Training the Mission Command Warfighting Function – Transitioning to a Joint Task Force Headquarters*

Warfighter Training Support Package (WTSP-71-TS-DIV120) - Conduct an Attack for Divisions (CAC login required)

The MCCoE-DOT produces WTSPs to assist the division commander and staff in training their mission essential tasks (MET). WTSPs are designed to provide flexible, tailorable training solutions in support of a unit's overall training objectives. The Conduct an Attack WTSP provides an adaptive home-station training exercise, focusing on critical staff functions and the operations process, and culminating with an MCTP-supported WFX. The MCCoE-DOT publishes 10 total WTSPs:

DATE Europe

- Conduct a Retrograde
- Conduct Movement to Contact
- Conduct a Defense
- Conduct an Attack

DATE Caspian

- Conduct an Attack
- Conduct a Movement to Contact
- Conduct a Defense
- Conduct a Gap Crossing
- Displace the Command Post (BCTs)
- Displace the Command Post (DIV)

For more information or to have these WTSPs provided for your unit (these are large files and will need to go through DODSAFE), email: usarmy.leavenworth.mccoe.mesg.mccoe-dot-product-feedback@mail.mil.

SOCIAL MEDIA

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