



CALL INSIDER

1st QTR, FY21

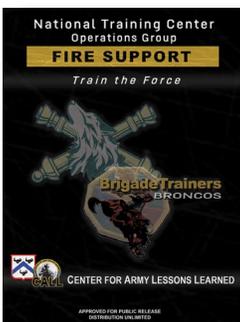
DIRECTOR'S CORNER

Happy New Year! This edition of the CALL Insider closes out 1st Quarter, Fiscal Year 21, but we have included a few "late breaking" publications we completed over the holiday period and posted in early January. I encourage you to download or order these products for your teams. Our close relationship with the combat training centers also touches on another recent development at CALL. In December, we formally realigned our organization under the Combined Arms Center-Training at Fort Leavenworth. We believe this change will give us greater access to, and improve coordination with, the CTCs. You can look forward to even more products that will help our force improve warfighting skills in the weeks and months to come. I will also take this opportunity to once again put out a call for Soldiers to join the CALL team. We need highly motivated officers and NCOs to perform duties as military analysts (forward) in billets at Army Service component commands, corps, and divisions across the globe. If you are an officer (MAJ-COL) or NCO (MSG-SGM) and want a job that will be both challenging and rewarding, go to our [website](#) to submit an application. Join a great team that drives change for our Army!



Christopher J. Keller
COL, IN

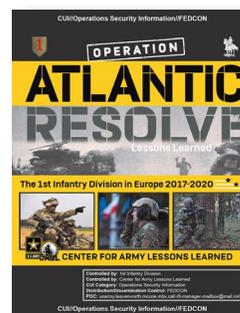
RECENT PUBLICATIONS



[Fire Support: Train the Force](#)

At the National Training Center (NTC), brigade combat teams (BCTs) have a difficult time establishing, maintaining, and transitioning a permissive fires environment at echelon within the decisive action training environment (DATE) to shape the BCT deep fight and mass effects in the close

fight in support of tactical and operational objectives. This handbook provides the fires community a way to plan, prepare, and execute its mission to establish, maintain, and transition a permissive fires environment at echelon to shape the battlefield. It also provides commanders and their staff with insights on the capabilities and employment of fires. This publication is a compilation of products used over the last couple of years to sustain/increase fire superiority over potential enemies. Although not all units are able to train at the NTC, it provides readers with articles that embrace the fires warfighting function to prepare for the reality of combat. [JLLIS link](#) (Account login required).



[Operation Atlantic Resolve Lessons Learned: The 1st Infantry Division in Europe 2017-2020](#) (CAC login required)

The articles in this publication, prepared by various members of the 1st Infantry Division team, provide details and lessons from their Operation Atlantic Resolve journey. Their hope is that other headquarters will find utility in that experience. As a mission for the whole division, Operation Atlantic Resolve is a true opportunity. The mindset of taskings and temporary deployments is unhelpful. Rather, a continuity of purpose, approach, and personnel, and a detailed setting of the theater are key for its advantages to be realized. Rotational units can and should return from Europe with their readiness built rather than consumed, having experienced plentiful opportunities to improve interoperability, and develop and execute innovative training at all echelons.





Recent CALL Publications, cont.

News From the Front: The Medical Readiness and Training Command: Analyzing the Response to a Global Pandemic

Organizations that maintain good strengths, weaknesses, opportunities, and threats analyses can pivot when the environment changes and an unexpected challenge presents itself. This document outlines the Medical Readiness and Training Command's (MRTC's) seamless pivot from planning and performing large-scale medical collective training events to leveraging core competencies to continue to enable the Department of Defense's ready medical force through observation, analysis, and entry of lessons learned into the Joint Lessons Learned Information System. Recommendations from the MRTC include operational and strategic improvements. Some of these improvements are newly learned as a result of MRTC's response to COVID-19, while others exercise and implement policies and procedures that are in place, but have been neglected. JLLIS link.

Saber Junction 19 After Action Report: Joint Multinational Readiness Center Rotation 19-10 (CAC login required)

Saber Junction is the United States Army Europe's (USAREUR's) annual combat training center (CTC) certification exercise. The exercise is designed as a CTC rotation to evaluate the readiness of one of the two ground combat brigades: 2nd Cavalry Regiment (2CR) and 173rd Infantry Brigade Combat Team-Airborne, known as 173rd IBCT (A), both stationed in Europe and designated to conduct unified land operations. This after action report (AAR) focuses on the higher control/command (HICON). The report describes how the 1st Infantry Division (1ID) Headquarters and select subordinate units, taking advantage of available training opportunities, built and sustained mission command readiness while providing a forward-deployed headquarters in support of USAREUR Operation Atlantic Resolve. It summarizes insights and lessons from the conduct of division-level training at the Joint Multinational Readiness Center (JMRC). JLLIS link



News From the CTC: Intelligence After Action Review Trends at the National Training Center

This article delivers an unaltered, non-attributional list of trends and recommendations for improvement based on the mid-rotational intelligence warfighting AAR comments gathered during six rotations. The majority of the AAR comments can be grouped into three distinct categories: communication, transitions, and information collection. Beyond specific AAR comments, and across all echelons in a rotational unit, leaders frequently note that they made certain decisions or took specific actions because they ran out of time. There is no easy solution for creating additional time, but time management is paramount to success in implementing the changes necessary to address these trends. JLLIS link.

U.S. ARMY SOUTH

U.S. Army South Joint Force Land Component Command Synchronization Symposium



U.S. Army South Commanding General, MG Daniel R. Walrath, addresses attendees at the JFLCC Synchronization Symposium. (courtesy photo)

The CALL military analyst (forward) at Joint Base San Antonio/Fort Sam Houston, TX, attended the United States Army South (USARSOUTH) Joint Force Land Component Command (JFLCC)-hosted virtual and in-person JFLCC Synchronization Symposium (JSS), from 3-6 November 2020, at Fort Sam Houston, TX. The purpose of the event was to conduct mission analysis for fiscal year (FY) 2022, inform the update to the USARSOUTH Campaign Support Plan, and provide opportunities for United States Southern Command (USSOUTHCOM) key stakeholders to collaborate and synchronize planned FY22 operations, activities, and investments (OAI) across the land domain. Attendees focused on annual and long-term planning cycles while identifying any friction points and generating concurrence against FY22 planning factors. Additionally, JSS participants attempted to meet the combatant commander's directed task for "all components, joint task forces, directorates, and special staffs to coordinate, plan and conduct joint, integrated, and synchronized OAI across all domains in support of USSOUTHCOM Campaign Plan objectives."



NEWS YOU CAN USE

[Conduct a Defense for Divisions \(DATE Europe\) Warfighter Training Support Package \(WTSP\): WTSP-71-TS-DIV220](#)(CAC login required)

The Mission Command Center of Excellence Directorate of Training (MCCoE-DOT) produces WTSPs to assist the division commander and staff in training their mission essential tasks (METs). WTSPs are designed to provide flexible, tailorable training solutions in support of the unit’s overall training objectives. The “Conduct a Defense” WTSP provides an adaptive home-station training exercise, focusing on critical staff functions and the operations process, and culminating with a Mission Command Training Program (MCTP)-supported Warfighter Exercise.

DATE Europe

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

Caspian Scenario

- 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)

Command Post Survivability for Collective and Individual Training Products

Based on findings from a recent internal command post (CP) survivability working group, the MCCoE-DOT updated the training and evaluation outline (T&EO) template of Training Circular 6-0, and various WTSPs, to better incorporate CP survivability elements (e.g., site selection, dispersion, concealment, emissions and emitters, power and control, security, protection, etc.) and address cyber and electromagnetic spectrum threats. Updated training products will help address CP survivability and signature management gaps for corps, divisions, and brigade CPs by focusing efforts on critical and essential functions for both, commanders and staffs. All MCCoE-DOT training products can be found at the [Central Army Registry \(CAR\)](#).

NATIONAL TRAINING CENTER



The National Training Center (NTC) examined lessons learned and observations surrounding the NTC 20-10 rotation held in September 2020. During this rotation, the expansive training audience included the 1st Infantry Division Headquarters (support area command post [SACP], division tactical command post [DTAC], and division main [DMAIN]), 1st Infantry Division Artillery, 1st Combat Aviation Brigade, 1st Sustainment Brigade, 18th Fires Brigade, and a divisional reconnaissance task force. Consisting of ground forces, aviation, field artillery, and sustainment organizations, this rotation challenged the existing capabilities of the NTC to provide the type of world-class training our Soldiers deserve. Additionally, the rotational design further distributed the exercise to Fort Riley, KS, where the maneuver brigades from the 1st Infantry Division participated in a constructive manner. Overall, the rotation represented a truly unique opportunity for our Army to learn from fighting an entire division in a blended live/constructive exercise.

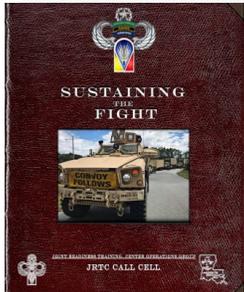
Authored by members of Operations Group as well as members of the 1st Infantry Division, a newsletter was developed providing several insights as the Army moves towards a multi-domain operations-capable force and beyond. Current senior leaders, as well as their staffs, may find it helpful as the Army becomes more division centric, while also maintaining focus on training brigades and below to perform their mission essential tasks in the most harsh, unforgiving environment possible. The newsletter titled, *NTC Rotation 20-10 White Paper Collection: Looking Towards 2028 Division-Level Multi-Echelon Training Opportunities and Lessons Learned*, can be found at <https://www.milsuite.mil/book/docs/DOC-907982> (CAC login required).

JOINT READINESS TRAINING CENTER



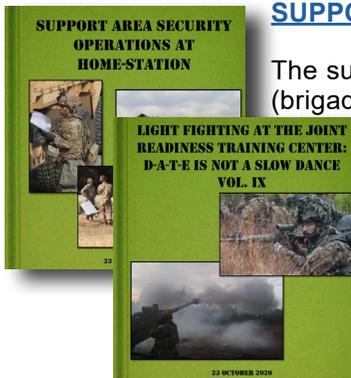
The Joint Readiness Training Center (JRTC) continues to provide relevant, rigorous, multi-echelon training to BCTs in preparation for large-scale combat operations (LSCO) on the decisive action battlefield against a near-peer threat with multi-domain capabilities while maintaining interoperability with unified action partners. The force is currently fighting to maintain the proper balance of safety for Soldiers, civilians, and families with readiness training to accomplish the mission in a COVID environment. JRTC remains flexible, innovative, and ready to help!

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



[SUSTAINING THE FIGHT](#) (CAC login required)

This project is focused on sustainment at the BCT level and covers the latest sustainment rotational trends and best practices, as well as several short white papers that expound on some of the points of friction highlighted in the trends. The project is divided into self-explanatory sections covering: general sustainment trends and recommendations, command and control, brigade support area defense, support operations, distribution operations, health service support, and maintenance operations. The project has hyperlinks enabled to allow the reader to instantly traverse the document by simply double-clicking the title of a topic on the table of contents page and returning to the table of contents at the end of the topic.



[SUPPORT AREA SECURITY OPERATIONS](#) (CAC login required)

The support area security white paper, written by LTC Christopher Blais, the former Task Force 5 (brigade engineer battalion) senior observer-coach/trainer, examines shortfalls in doctrine versus application for support area operations at the BCT level.

Two sister articles in *Light Fighting at the JRTC, Vol. IX* complement the white paper:

- "Multifunctional Headquarters for Command and Control of Echelons Above Brigade in the Support Area," by LTC Chris Blais, MAJ Mike Kaiser, and MAJ Dave Kelso.
- "A Decisive Action Primer: The Brigade Engineer Battalion," by LTC Chris Blais.

[THREAT LPD: RUSSIAN FORCE STRUCTURE IN LSCO](#) (CAC login required)

JRTC recently conducted a threat Leader Professional Development session on Russia. The JRTC deputy commander Operations Group hosted Dr. Grau and Mr. Bartles from the Foreign Military Studies Office to discuss the modern Russian military force structure as it applies to LSCO. Some of the topics included overall employment methodology, general overview of assets (electronic warfare, cyber, indirect fire, etc.) available at echelon, and modernization. The video of the seminar and associated slide-deck are available at the above link.

[DOCTRINE LPD: AIRBORNE JOINT FORCIBLE ENTRY OPERATIONS](#) (CAC login required)

JRTC Operations Group also conducted a Leader Professional Development session on airborne joint forcible entry (JFE) procedures and airfield seizure (AFS) operations in order to be able to better support upcoming infantry brigade combat team (airborne) rotations.

Key Tasks:

1. Build understanding of JFE and AFS terminology.
2. Describe the phases of AFS.
3. Describe the role and employment of all elements within a JFE and AFS.



JOINT MULTINATIONAL READINESS CENTER



The Joint Multinational Readiness Center (JMRC) provides a premier training and learning environment to build and sustain readiness of U.S. forces with multinational allies and partners to deter adversaries and win in a complex world. Owing to concerns for the spread of COVID-19, calendar year (CY) 2020 presented challenges to the JMRC mission; however, sound planning, flexibility, and the implementation of strict transmission mitigation measures (testing, tracing, isolating, and quarantining) allowed the JMRC to continue to conduct safe and secure training. During the conduct of this training, rotational training units (RTU) were observed for proficiency in fundamental tasks at the brigade and lower echelons, and while RTU deficiencies were addressed and corrected, proficiencies were praised and reinforced. The following were common observations noted by the JMRC observer-coach/trainer (OC/T) teams in CY 2020.

Command and Control (C2): Multinational Interoperability. Units that prioritize achieving interoperability with external units more effectively conduct C2 throughout all phases of the operations. Successful units understand the effectiveness in information collection (IC), fires, sustainment, and combined arms rehearsals, as well as operationalize the human dimension, prioritizing team-building up front and effectively employing liaison officers throughout all phases of the operation. Further, they understand the procedural dimension, including U.S. and NATO doctrine and STANAGs. Finally, they effectively leverage technical solutions, understanding their tactical voice-bridge capabilities, and how to ensure secured frequency modulation (FM) communications/digital fires – Artillery Systems Cooperation Activities (ASCA)/digital common operational picture across the multinational and joint force.

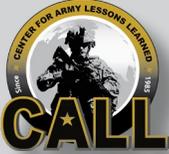
Intelligence and Fires: Units are expected to be experts in their organic intelligence, surveillance, target acquisition, and reconnaissance assets or fires capabilities, and effectively conduct the targeting process from planning through execution. Units that consistently achieve Manned-Unmanned Level of Interoperability 2 (MUMT-2) more effectively deliver effects against their high-payoff target list (HPTL). Further, units that conduct technical rehearsals more accurately and effectively employ indirect fires. During a recent rotation, when the field artillery battalion did not conduct sensor-to-shooter technical rehearsals, digital connectivity remained relatively low and a large number of missions needed to be recalculated.

Movement & Maneuver: Units that prioritize completion of effective range cards and sector sketches are more lethal. During a recent rotation, a cavalry squadron did not use range cards or construct sector sketches during the first of three battle periods, achieving no recordable enemy battle damage assessment (BDA). After implementation of squadron-wide sketches, there was a recognized increase in enemy BDA.

Protection: Units that efficiently and effectively manage their blade and sapper hours better conduct countermobility and survivability operations. Recent rotational data shows units that fail to employ fully mission capable Blade and Sapper Squad hours to construct tactical obstacles lost the potential to construct nearly 5,000 meters (m) of anti-tank ditch and almost 1,000m of triple-strand concertina obstacles. Additionally, units that efficiently and effectively manage their blade hours better protect their defended assets lists (DALs). A recent rotational trend shows that when units utilize only a small percentage of FMC Blade hours to construct survivability positions, subsequently only achieve a small percent of the construction effort required to protect the DAL.

Sustainment: Units that synchronize sustainment actions and activities are more successful. For example, in a recent rotation, the ineffectiveness of LOGSYNC meetings compounded challenges for justifying and coordinating logistics asset requirements during both the logistics and operations synchronization meetings. Unfortunately, this led to untimely and inaccurate logistics status reports. JMRC observed that a small decrease in accurate LOGSTAT reporting ultimately led to a multiplied increase in unplanned LOGPACs. Further, units that consistently and accurately report maintenance and logistics statuses are more effective in sustaining the brigade. Observed trends found brigades that average above a 76 percent 5988-E turn-in rate, maintain an operational readiness rating well above the Army standard.

As CY 2021 progresses, the JMRC will continue to adapt and implement COVID-19 transmission mitigation measures as it continues to train RTUs to dominate in the conduct of unified land operations. The JMRC will continue to support training units through the collection, analysis, and provision of necessary feedback to become fully proficient in fundamental tasks at the brigade level and below.



CENTER FOR ARMY LESSONS LEARNED
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Joint Lessons Learned Information System JLLIS