

# CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

SEP-OCT 2015



## Director's Corner

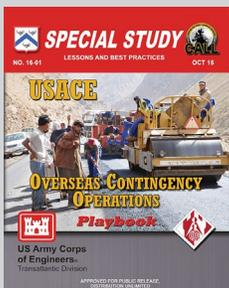
Welcome to the Fall 2015 edition of the CALL Insider Newsletter. CALL continues to collaborate with U.S. Army forces, allies, and unified action partners to garner insights, lessons, and best practices in support of you — the Warfighter.

If we do not have what you need, please submit a request for information (RFI).



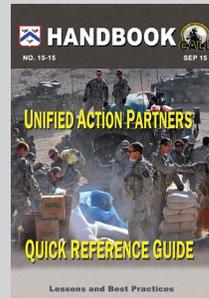
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## Recent CALL Publications



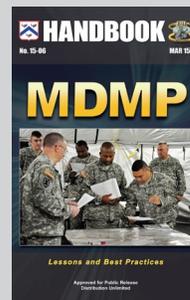
### CALL Special Study 16-01: U.S. Army Corps of Engineers (USACE) Overseas Contingency Operations Playbook

The USACE Playbook is designed for use in current and future contingency operations. It offers lessons and best practices on closing down a contingency engineer district (CED) to close known information gaps. It is designed as a guide leveraging user-level through senior leaders' significant experiences, observations, and perceptions in a CED.



### CALL Handbook 15-15: Unified Action Partners' Quick Reference Guide

This quick reference guide describes U.S. Army organizations, planning, and operations. Unified action partners (UAPs) are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations (Army Doctrine Reference Publication 3-0, Unified Land Operations).



### CALL Handbook 15-06: MDMP Lessons and Best Practices

Historically, a unit's success is directly related to the ability of the staff to execute the military decisionmaking process (MDMP). Given the increased complexity of today's operational environment and the vast array of mission command systems and processes, integration and synchronization of all activities associated with operations are increasingly difficult. Observations derived from deployed units and from observer-coach/trainers at combat training centers (CTCs) over the past decade indicate a significant loss of units' ability to conduct a detailed MDMP. CALL recently distributed more than 1,500 copies of this handbook to faculty and students of the U.S. Army's Command and General Staff College at Fort Leavenworth, KS.

**Joint Readiness Training Center**

COL Reese, CALL Director, representing both the Mission Command Center of Excellence and CALL, visited the JRTC in September. He had a desk-side briefing with the JRTC Commander and the Operations Group Commander, and also met with other key staff members. The purpose of the visit was to continue the great relationship between CALL and JRTC, check on the collection team that was present for the rotation, and discuss future efforts with the JRTC leadership.

**Mission Command Training Program (MCTP)**

CALL recently collected and analyzed lessons from Korea in coordination with MCTP Operations Group A at the 2nd Infantry Division (2ID) Warfighter Exercise (WFX). The WFX provided a great opportunity to collect multinational interoperability lessons, especially given that 2ID has recently been designated a "Combined Division" with the Republic of Korea Army (ROKA).

Interoperability was a primary collection theme that will produce an electronic initial impressions report. In its new relationship with the ROKA, 2ID is no longer a battlespace owner and thus has "self-sourced" and equipped combat support liaison teams and combat support coordination teams that coordinate directly with ROKA corps and regiments. Information sharing is affected by policy, equipment, and culture.

**Ukraine Support Effort**

CALL deployed two military analysts to Ukraine as part of the United States Army Training and Doctrine Command DOTMLPF (doctrine, organization, training, materiel, leadership and education, personnel, and facilities) Assessment Team. The assessment will help shape the U.S. Army's future support to Ukraine. It has been noted that many organizations have entered Ukraine and "taken" collections, lessons, and best practices. However, this is an opportunity for the U.S. Army to foster and strengthen relationships with the Ukrainians not only by capturing lessons and best practices, but "giving" as well.

**Kosovo Security Forces (KSF) Training and Doctrine Command**

CALL deployed two military analysts to Kosovo in October to advise members of the Kosovo Security Force (KSF) Training and Doctrine Command on how to establish a lessons learned center. The team reviewed instruction provided during an engagement in October 2014 and mentored the KSF on planning, collecting, and analyzing lessons and best practices gathered during a battalion task force field training exercise.

This mission was requested by the U.S. Embassy Office of Defense Cooperation and supports the United States European Country Cooperation Plan and the Embassy's Integrated Country Strategy. The establishment of a lessons learned capability will assist the KSF in developing a culture of continuous learning from training and operations and will improve interoperability with U.S. and NATO forces through Kosovo's inclusion in an international lessons learned network.

**Center for Army Lessons Learned Engagements with Israel**

A recent visit to Israel by COL Reese, CALL Director, and a CALL analyst included key engagements with the United States Security Coordinator (USCC), the Israel Ground Force (IGF) Concepts and Doctrine Department, and the Israel National Police Academy.

COL Reese offered CALL's assistance in support of the USCC mission, particularly in the area of security assistance. CALL and the Joint Center for International Security Force Assistance both have extensive lessons learned pertaining to this subject area.

The primary purpose of CALL's visit to the IGF Concepts and Doctrine Department was to engage Israel's new



concepts and doctrine chief, who is also responsible for IGF lessons learned. COL Reese presented an overview briefing of CALL, and his discussions with the new chief focused on present and future collection areas, the coming Future Battlefield Annual Talks (FBAT) between Israel and the United States, and training management.

***Swift Response/Atlantic Resolve***

CALL collected observations and insights from Exercise Swift Response focused on the 3rd Expeditionary Sustainment Command (ESC) early entry command post (EECP) and operational sustainment in support of Operation Atlantic Resolve.

***ANAKONDA/ATLANTIC RESOLVE  
Coordination***

CALL analysts deployed to Wiesbaden, Germany, in September to visit United States Army, European Command (USAREUR) headquarters and select units involved in Operation Atlantic Resolve. The analysts coordinated a comprehensive collection plan for FY16 that addresses areas identified by the Mission Command Center of Excellence Director and the USAREUR Commanding General. Included in the coordination is Exercise Anakonda, led by the Polish Operational Command and supported by USAREUR, designed to conduct multinational training with NATO and partner

***Arkansas National Guard Lessons Learned (LL)  
Course***

CALL conducted a Lessons Learned Course at Camp Robinson, AR, in September. The ARNG Professional Education Center (PEC) requested the course so its instructors could be brought up to date on new Army Lessons Learned Program requirements and receive Joint Lessons Learned Information System (JLLIS) lesson manager training. This training provided 54 PEC cadre the skills required to apply the LL process and manage their own LL program.

***First Army Division West Commanding General  
Visits CALL***

While the requirements for Army National Guard and U.S. Army Reserve forces have been reduced, the importance of maintaining and supporting the capability to mobilize these units has not. MG Jeffrey N. Colt, the Commanding General of First Army Division West, understands this importance and wanted to discuss past lessons learned and best practices with CALL.

His discussion during a visit to CALL in October focused on four core themes extracted from more than 100 after-action reviews and other government reports collected from mobilizations during Operations Iraqi Freedom and Enduring Freedom. These core themes included Soldier readiness, manning, equipping, and training.

CALL will continue collaboration with the Division West staff to help it develop a lessons learned program. The ability to examine past lessons learned and improve upon prior mobilization trends will allow Army National Guard and Army Reserve forces to conduct rapid and efficient mobilizations for future missions.

***FBI Visits CALL***

CALL hosted a visit with senior representatives from the Federal Bureau of Investigation in October. The FBI objective was to better understand the strategic and tactical applications the U.S. Army has found successful to improve learning. We anticipate continuing this relationship to learn alternate methods for managing lessons learned from our unified action partners and to explore opportunities to collaborate with them on defense support to civil authorities operations.

**CENTER FOR ARMY LESSONS LEARNED**

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