

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

NOV-DEC 2015



Director's Corner

(U) Welcome to the November/December edition of the CALL Insider Newsletter.

(U) During the past two months, CALL analysts participated in several collections, conferences, and training events, some of which are highlighted in this edition. CALL is supporting the Joint Multinational Training Group-Ukraine with analysts and reach-back capability that started in November and is expected to last until the end of June. You can read more on this topic, and find where to get the latest reports straight from Ukraine, in this newsletter.

(U) CALL also published several new handbooks, initial impressions reports, and newsletters summarizing the latest insights, lessons, and best practices collected throughout the Army. All of them and more can be easily downloaded by the Warfighter at <https://call2.army.mil>.

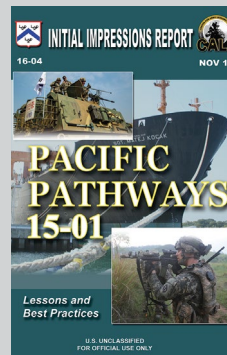
(U) If we do not have what you need, please submit a request for information (RFI), or give us a call.



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Recent CALL Publications



16-04: Pacific Pathways 15-01 Initial Impressions Report
(FOUO) This report, the first in a series of three, focuses on the first operational phase of Pacific Pathways 15-01, consisting of the following exercises: Cobra Gold with Thailand, Foal Eagle with the Republic of Korea, and Balikatan with the Philippines.

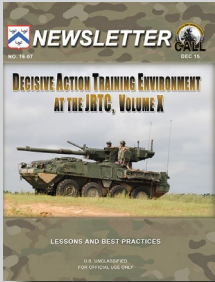


16-05: 101st Airborne Division (Air Assault) Operation United Assistance Initial Impressions Report
(U) This report summarizes insights, lessons, and best practices collected from the Commander and staff of the 101st Airborne Division (Air Assault) following their return from Operation United Assistance. The division transitioned to Joint Forces Command-United Assistance and led a five-month deployment to Liberia in support of the U.S. Agency for International Development-led mission to fight the spread of the Ebola virus in West Africa.



16-06: Regionally Aligned Forces Brigade Planning
(FOUO) This handbook is intended to help brigade leaders, planners, and Soldiers understand their role in providing forces to the combatant command for regional security missions. It provides a starting point for the identification of, planning for, and execution of missions as regionally aligned forces

(RAF) assigned to an Army Service component command. The information in this handbook is drawn from key leader interviews collected by a composite team from the Army Irregular Warfare Center, CALL's RAF Working Group, and reports from the field submitted by the Asymmetric Warfare Group.



16-07: Decisive Action Training Environment at the JRTC, Volume X

(FOUO) This newsletter looks at the challenges of mission command under near-constant transition. Brigade command post (CP) observations show that without a thoughtful, practiced design, a

brigade CP suffers when it is not ready for such transitions.

Training Center; and the Joint Multinational Readiness Center; and staffing CALL positions at NTC. NTC and CALL agreed to future quarterly VTCs to share information and assessments of key activities.

Joint Multinational Readiness Center



(U) The Joint Multinational Readiness Center (JMRC) in Hohenfels, Germany, began the year with rotation 16-02 of Allied Spirit IV, a United States Army Europe-directed multinational exercise in support of U.S. European Command training objectives focused on unified land operations and the integration and interoperability of multinational partners. The rotation featured the Italian Garibaldi Brigade providing mission command for more than 2,200 Soldiers from six countries. CALL sent a team to collect observations that will be included in an initial impressions report. JMRC also continues to collect observations and insights that will be included in a CALL newsletter focused on multinational operations in the decisive action training environment.

National Training Center



(FOUO) Since June 2015, the National Training Center (NTC) has disseminated rotational observations (non-attributional) through the Joint Lessons Learned Information System (JLLIS). Additionally, it included other useful documents such as briefings, information papers, and publications. These products can be found in JLLIS under the following link:

<https://www.jllis.mil/apps/?binderid=10273&do=binders:binder.summary>

(U) CALL facilitated the quarterly video teleconference (VTC) with the NTC in November. MG Joseph M. Martin, NTC Commanding General, and COL Reese, CALL Director, discussed CALL support to NTC, upcoming publications, and ongoing CALL activities at Fort Irwin initiated by the CALL forward analyst/liaison officer to NTC. Discussions included NTC trends; the way ahead for collecting observations and submitting reports to JLLIS; sharing lessons with the Joint Readiness

Joint Readiness Training Center



(FOUO) Following publication of the Decisive Action Training Environment at the JRTC, Volume X, newsletter, which looks at the challenges of mission command under near-constant transition, DATE at the JRTC, Volume XI, focuses on sustainment. This newsletter is in the final stages of development and will be published shortly. Volume XII, addressing joint forcible entry and combined arms maneuver, is in beginning stages of product development at CALL. Final articles for Volumes XIII (special operations forces, conventional forces, and interagency) and XIV (company-level combined arms maneuver) are currently being collected, and those newsletters will begin product development soon. Meanwhile, the JRTC is resuming decisive action rotations in 2016 with rotation 16-03, 1st Stryker Brigade Combat Team, 1st Armored Division.

Ukraine Support Effort



(FOUO) CALL is supporting a collections effort with the Joint Multinational Training Group-Ukraine (JMTG-U). Two CALL analysts are deployed collecting JMTG-U and Ukrainian lessons learned at the International Peacekeeping and Security Center in Yavoriv, Ukraine. The collections have focused on the training support that Canada, the United Kingdom, and the United States have been providing to Ukrainian tactical-level Army units. This support has included observations on Ukraine's progress toward developing its own combat training center in Yavoriv. Equally important to this collections effort is gathering Ukrainian perspectives on operations to defend Ukraine's border.

(FOUO) In addition, CALL presented a briefing in November to MG Michael D. Lundy, Commanding General of the Army Aviation Center of Excellence. The briefing included the results of the Army Training and Doctrine Command's Ukrainian DOTMLPF (doctrine, organization, training, materiel, leadership and education, personnel, and facilities) assessment, in which two CALL analysts participated in October. The briefing also focused on the Ukrainian lessons learned process, observations and lessons based on Ukraine's conflict with Russia, and issues pertaining to the aviation community.

(FOUO) The information collected can be viewed in the JMTG-U binders on the Joint Lessons Learned Information System at:

<https://www.jllis.mil/apps/?do=cops.view&copid=1045>

Operation Anakonda Main Planning Conference

(FOUO) CALL deployed two analysts to Zegrze, Poland, in December to attend the main planning conference for Operation Anakonda 16, which will be conducted 07-17 JUN at various locations throughout Poland. The exercise will integrate U.S. and coalition partners (both

NATO and Partners for Peace) in planning and conducting counter-hybrid and high-intensity operations. Attending the conference allowed CALL to interact with key exercise planners from NATO, United States Army Europe, the 4th Infantry Division, and the 3rd Infantry Division as they formulated plans for this event and to coordinate our future collection activities.

Yama Sakura

(U) CALL deployed a three-member collection and analysis team to Japan in December for the Yama Sakura 69 exercise. CALL worked alongside Japan's Center for Ground Self-Defense Force Lessons Learned (CGLL). This bilateral collection continued efforts by CALL and CGLL leaders to build upon their cooperative relationship. The focus was on engaging key enablers from space operations, civil affairs, electronic warfare, and the fires effects coordination cell.

Lessons Learned Course

(FOUO) CALL conducted an Army Training Requirements and Resources System Lessons Learned Course at Fort Leavenworth in November. Fourteen personnel attended the one-week course, representing U.S. Army Alaska, the Cyber Center of Excellence, U.S. Army Central Area Support Group-Qatar, the Joint Improvised-Threat Defeat Agency, and the Army National Guard. Several new CALL employees also attended. Students were trained in lessons learned processes and regulatory guidance, the Joint Lessons Learned Information System (JLLIS) and other Web-based resources, and how to utilize these processes and resources in their roles as lessons learned analysts at home station. The next course will take place 01-05 FEB 2016. More information and how to register can be found at: <https://call2.army.mil/ll-course.aspx>

Future Battlefield Annual Talks Preparatory Conference

(U) COL Reese, CALL's Director, visited Israel in December as part of an Army Training and Doctrine Command delegation. The visit included discussions of lessons learned from conflicts over the past decade that have affected the U.S. Army and Israeli Defense Forces. The delegation also reviewed changes in doctrine; discussed ways to collaborate on warfighting challenges; explored initiatives in leader development and training; and established recommendations for the theme, agenda, and desired outcomes for the Future Battlefield Annual Talks 05-09 JUN in Israel.

UAE Lessons Learned Training Visit



(U) CALL hosted five Officers from the United Arab Emirates (UAE) Armed Forces in late November and early December to provide training on establishing a lessons learned program. The instruction focused on how to collect, analyze, archive, disseminate, and integrate lessons and best practices into training and operations. This event, requested by the U.S. Embassy Liaison Office (USLO), supports the United States Central Command Country Cooperation Plan and the Embassy's Integrated Country Strategy. The establishment of a lessons learned capability will assist the UAE in developing a culture of continuous learning from training and operations and will improve interoperability with U.S. and NATO forces. CALL will continue to work with the USLO and U.S. Army Central to assist the UAE with developing its program.

2015 Civil Affairs Association Symposium

(U) A CALL liaison officer participated in the 2015 Civil Affairs Association Symposium at the Mission Training Complex at Fort Sam Houston in November. This year's theme was "Civil Affairs: A Force for Engagement and Conflict Prevention."

(U) The event included briefings by subject matter experts and panel discussions on a variety of civil affairs (CA) and aligned efforts. The keynote speaker was LTG H.R. McMaster, Director of the Army Capabilities Integration Center and Deputy Commanding General, Futures, at the Army Training and Doctrine Command. LTG McMaster spoke on "The Army Concept for Engagement and the Role of CA." Discussions included how the Army depends on its CA units to provide functional assessments in conflict analysis, how CA capabilities support the transition from war to peace, and how CA is increasingly required to engage with a wide array of partner nations in Phase 0 operations.

Conference of American Armies Commanders' Conference

(U) CALL deployed an analyst to Bogota, Colombia, in November to participate in the Conference of American Armies Commanders' Conference as part of the United States Army South delegation. CALL collected data in order to produce a first-ever set of holistic publications illustrating the critical importance of the Permanent Executive Secretariat of the Conference of American Armies program to the U.S. Army and its partner nations in the Western Hemisphere. These publications will be in English, Spanish, and Portuguese.



MG Leahy Visit

(U) CALL hosted a visit in November by MG Timothy J. Leahy, Commander of the Curtis E. LeMay Center for Doctrine Development and Education at Maxwell Air Force Base. He received an overview briefing on Army lessons learned capabilities and discussed CALL's interaction with U.S. Air Force lessons learned processes. Initial discussions addressed methods that both Services use to collect lessons and best practices while facing ever-expanding requirements with reduced resources. This reality has driven the Services to prioritize key events for collection. MG Leahy emphasized that we must look harder at working collectively among all Services to support common issues, such as cyber, and to force our lessons learned information systems to become more effective. Based on his experience at United States Special Operations Command, he envisions a real-time lessons learned system that allows tactical leaders on the ground to submit information and query databases while conducting operations. Finally, he noted that the newest generation learns differently and that all learning organizations must embrace technology to meet this challenge. The LeMay Center's lessons learned office and CALL have collaborated in the past, and this meeting marked another step toward better understanding the challenges similar organizations are facing.

Mission Command Training Program Warfighter Exercise 16-02

(FOUO) CALL deployed a two-member collection and analysis team to Fort Campbell, KY, and Camp Atterbury, IN, in November for Warfighter Exercise 16-02. The team focused on collecting and analyzing lessons and best practices for future integration, dissemination, and archiving to benefit the 101st Airborne Division (Air Assault) and the 29th Infantry Division. The team also conducted a key leader engagement with BG John E. Novalis II, Deputy Commanding General for Support (DCG-S), with much of the conversation centering around the Commanding General's guidance on mission command for the division support area and the role of the DCG-S. For more information, contact Mr. Steven Goins at steven.c.goins4.civ@mail.mil.

Joint Lessons Learned Program Review and General Officer Steering Committee

(U) CALL participated in the Joint Lessons Learned Program Review and General Officer Steering Committee in December. These meetings addressed reliability issues involving the Joint Lessons Learned Information System (JLLIS), with the goal to ensure that JLLIS is available to users 24/7. In addition, IBM Analytics, also known as IBM Watson, is being added to the system. IBM Analytics provides an enhanced search capability, but its main purpose is to help with analysis. CALL will remain in contact with the Joint Staff J-7 to ensure that the Army gets the necessary training to fully utilize the system, which can further enable the lessons learned, capabilities development, and other communities across the Army.

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Strategic Landpower Conference

(U) CALL participated in the Army War College Center for Strategic Leadership's Landpower Conference in December. The conference attracted experts from across the Army to write papers and discuss them as a way ahead for the Army as well as an appraisal of the post-9/11 Army. The papers mostly centered on national-strategic and theater-strategic levels of strategy and the areas of strategic leadership, national security policy and strategy, landpower development and employment, theater strategy, and campaign planning. The purpose of the conference was to gain a richer understanding of the operating environments, missions, and underlying strategic contexts of these conflicts and to identify historical lessons that may have relevance for the future Army. More information and video footage of the conference can be found at: https://www.youtube.com/playlist?list=PLYtGRVo8O_W26mXAD-6u6l7Qjt79gVkwg



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