



**CALL INSIDER**

**JUL-AUG 2016**



**(U) Director's Corner**

(U) I am excited to be the 15th director of the Center for Army Lessons Learned (CALL). Throughout my years as an Armor officer, I have used CALL products and I look forward to being part of an organization that provides such a great service to the U.S. Army in learning and driving change.



(U) Many thanks to my predecessor, COL Paul Reese, for a well-planned and executed transfer of authority. Paul left me with an organization that he led with distinction. Paul moved up to be the Combined Arms Center (CAC) G-3 where he will continue to have a positive influence on the Army Lessons Learned Program (ALLP).

(U) CALL has not slowed down over the last two months. We deployed analysts to observe several training events, exercises, and contingency operations around the world. We recently published a long list of publications, with more coming, as we begin to close out our fiscal year (FY) 2016 collections.

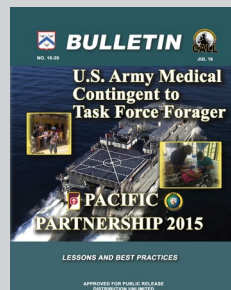
(U) There will be no slowdown for the ALLP in FY17. The format is changing to replicate a targeting methodology. The sharing of lessons and best practices with each other is extremely important as we all contend with improving the Army.

(U) Again, it is great to be on board at CALL and I look forward to working with all of you.

COL Mike Pappal

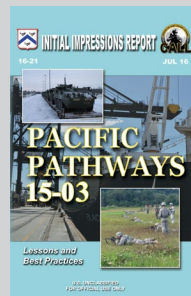


**(U) Recent CALL Publications**



**(U) 16-20: Pacific Partnership 2015 U.S. Army Medical Contingent to Task Force Forager**

(U) During Pacific Partnership 2015, the 62nd Medical Brigade's Task Force (TF) Forager organized into a combined joint-medical task force with personnel from Navy Environmental and Preventive Medicine Unit 6 (NEPMU-6), the Australian and New Zealand defense forces, and a civilian medical planner from Project HOPE. The task force executed a wide spectrum of health engagements (including training and education, direct patient care, outreach programs, and public health projects), all aimed at building capacity in each host nation.



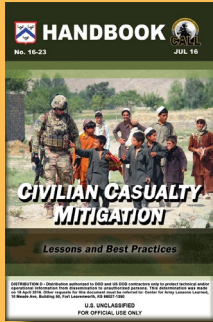
**(U//FOUO) 16-21: Pacific Partnership 15-03 Initial Impressions Report**

(U//FOUO) This initial impressions report (IIR) is the third and final product in a series that collected lessons and best practices from Pacific Pathways 2015. This report covers exercises Khaan Quest in Mongolia, Orient Shield in Japan, and Hoguk in the Republic of Korea. It includes interviews with key leaders that highlight what the Army gains from Pacific Pathways.



**(U) JFC 16-22: Joint Forces Command Operation United Assistance Case Study**

(U) This handbook features lessons from U.S. Army Africa and the 101st Airborne Division supporting the U.S. response to the 2014 Ebola outbreak in West Africa.



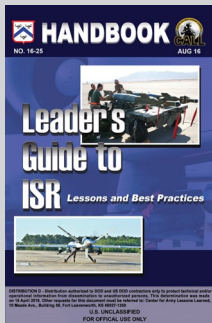
**(U//FOUO) 16-23: Civilian Casualty Mitigation Handbook**

(U//FOUO) This handbook, which updates an earlier CALL product, provides observations, lessons, and best practices, along with planning, predeployment training, and civilian casualty (CIV-CAS) consequence management procedures to help mitigate CIVCAS during military operations.



**(U) 16-24: Decisive Action Training Environment at the JRTC, Volume XIII**

(U) This newsletter's focus is whole of government, interagency, and engagement activities, examining the method, objectives, and results of collective training for warfare in the 21st century. It addresses ways to achieve unity of effort on a complex battlefield with numerous players, each with their own mission. Unity of effort is key to success and requires direct attention by the senior Army commander to move disparate organizations, not under his control, in the same direction to achieve complementary results toward a common objective.



**(U//FOUO) 16-25: Leader's Guide to ISR**

(U//FOUO) This handbook provides commanders, staffs, leaders, and troops with information regarding joint intelligence, surveillance, and reconnaissance (ISR) and attack systems and how to leverage these combat multipliers during mission planning, preparation, and execution of military operations.



**(U) Home Station Training Initial Impressions Report**

(U) This IIR provides a summary of the observations from three CALL collection events from December 2015 through February 2016. The collection team interviewed more than 250 Soldiers and leaders from one corps headquarters, two division headquarters, three brigade combat teams, and 17 battalions/squadrons.



**(U//FOUO) Joint Readiness Training Center Trends 1st and 2nd Quarter FY16**

(U//FOUO) This document compiles the 1st and 2nd quarter fiscal year 2016 trends for the Joint Readiness Training Center (JRTC). These include recurrent observations across three or more rotations. Trends provide a running estimate on key issues across warfighting functions, especially those emphasized in rotational training unit objectives.



**(U//FOUO) Exercise Anakonda-16 Initial Impressions Report**

(U//FOUO) This IIR summarizes the observations, insights, lessons, and best practices collected by the CALL Collection and Analysis Team (CAAT) in Poland during the exercise held 07-17 JUN.

**(U) Volunteer to be a CALL Embedded Liaison Officer**

(U) CALL is seeking highly motivated U.S. Army CPTs, MAJs, LTCs, MSGs and SGMs to serve as embedded liaison officers (ELNOs) in the Horn of Africa, Kuwait, Afghanistan and Iraq. Prospective officers and noncommissioned officers (NCOs) must meet Army height/weight standards and be comfortable working in brigade, division and higher headquarters settings. (continued on next page)



(U) These positions require interaction with general officers and senior staff members, so excellent verbal and written communication skills are a must. As the “face” of CALL, ELNOs integrate with the supported command’s staff and serve as subject matter experts on the ALLP. They also conduct collections of lessons learned and best practices based on CALL and unit commander priorities. This position is open to Active Component Army, Army National Guard, Army Reserve, and Individual Ready Reserve (IRR) Soldiers.

(U) For more information call 913-684-3035 or apply online at <https://call2.army.mil/forms/embed.aspx>. (CAC Required).

***(U) Panamax 16 Command Post Exercise***



(U) CALL deployed a three-member collection and analysis team to Fort Sam Houston, TX, and Santiago, Chile, for the U.S. Southern Command/U.S. Army South, Panamax 2016 command post exercise, 27 JUL-05 AUG. During this training event, U.S. Army South transitioned to the Multinational Force-South (MNF-S) headquarters and the Chilean Army served as the Coalition Forces Land Component Command (CFLCC). Panamax 2016 welcomed representatives from 12 countries to Fort Sam

Houston, the largest number of participating partner nations ever. The focus of the exercise was on combined joint task force (CJTF) functionality and structure, enhancing multinational interoperability across the warfighting functions, building partner capacity, and enhancing readiness. CALL collection priorities included mission command, multinational interoperability, targeting, and sustainment. The collection and analysis team conducted multiple key leader interviews across MNF-S and the CFLCC, including with numerous partner-nation leaders.

***(U) Chilean Army Leadership Center visit***

(U//FOUO) CALL hosted a visit by LTC Luis Celis, Commander, Chilean Army Leadership Center, on 25 AUG as part of the U.S. Army’s bilateral staff talks with the Chilean Army.

(U//FOUO) During his visit, LTC Celis learned how the U.S. Army identifies, collects, analyzes, disseminates, and archives lessons and best practices, while maintaining global situational awareness in order to share knowledge and facilitate the Army’s and unified action partners’ adaptation to win wars.

(U) CALL provided an organizational overview and outlined the ALLP in terms of process and procedures, ensuring the Chilean Army visitors gained an understanding of the program.

(U//FOUO) This visit is likely to produce a follow-on request for additional support to assist the Chilean Army in developing its own lessons learned capability.

***(U) CALL Embedded LNO Observes Counter-Weapons of Mass Destruction Training***

(U//FOUO) CALL deployed an ELNO to Marka, Jordan, to observe combined counter-weapons of mass destruction (WMD) training between the Colorado National Guard and the Jordanian Armed Forces. This training supports a Defense Threat Reduction Agency (DTRA) program in Jordan. The Colorado National Guard is involved with Jordan through the State Partnership Program. The exercise included training on chemical, biological, radiological, and nuclear (CBRN) reconnaissance using mobile analytical systems to identify chemical agents. Lessons and best practices from this training will be useful for future coalition forces working to prevent the use of and mitigate the effects of WMDs.

**(U) Baltic/U.S. Staff Talks 2016**

(U) CALL deployed a military analyst to participate in the Baltic/U.S. Staff Talks at Fort Myer, VA, 25-29 JUL. One outcome is that CALL will provide mobile training teams (MTTs) to the Baltic Land Forces to promote lessons learned processes within each command in FY17. These engagements will build partnership capacity within the region and set conditions for valuable relationships that will pay dividends well into the future.

**(U) Canada-U.S. Army Staff Talks 2016**

(U) Mr. Keith Warman, CALL LNO at Fort Sam Houston, TX, attended the Canada-U.S. Army Staff Talks at Fort Myer, VA, 24-26 AUG. MG Bill Hix, Headquarters, Department of the Army (HQDA) G-35 (Strategy, Plans, and Policy) director, led the American delegation and Major-General Christian Juneau, Deputy Commander, Canadian Army, led the Canadian delegation. CALL conducted a presentation on multinational interoperability lessons and best practices from the Canadian Army's Maple Resolve 2016 field training exercise 25 MAY-07 JUN. Additionally, CALL participated in the warfighting interoperability and training/readiness working groups. The central theme for discussion at this year's staff talks was how best to implement and operationalize the bilateral goals outlined in the 2014 Canada-U.S. Army-to-Army Engagement Strategy. Significant outcomes of the staff talks included eight agreed-to actions focused on the areas of interoperability and training.

**(U) United States Army Europe Combined Training Conference**

(U) CALL deployed a military analyst to participate in the United States Army Europe (USAREUR) Combined Training Conference in Oberammergau, Germany, 25-29 JUL. The conference provided CALL access to U.S., NATO, and European national land forces commands. CALL was able to identify key regional, joint, and coalition exercises that have the greatest potential to collect lessons and best practices on key multinational interoperability issues facing the U.S. Army. The conference also served as a platform to promote CALL as a resource to partner nations interested in implementing their own lessons learned capability.

**(U) National Training Center**

(U) The National Training Center (NTC) and CALL assisted United States Army Training and Doctrine Command (TRADOC) in collecting observations, lessons, and best practices in the decisive action training environment (DATE) through CALL-led collection and analysis teams (CAATs).

(U) The Mission Command Center of Excellence (MC CoE), Maneuver Center of Excellence (MCoE), Intelligence Center of Excellence (ICoE), and Cyber Center of Excellence (CCoE) sent personnel to NTC in August to observe an armored brigade combat team conduct operations in the DATE.

(U) The CAAT members were embedded with the observer controller/trainer (OC/T) teams for the entire rotation. Based on their collection plans, the members collected valuable observations that can be analyzed with other information in order to make recommendations on doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) changes, and especially doctrine, training, and leader development and professional military education conducted by the centers of excellence.

(U) Observations are also loaded into the Joint Lessons Learned System (JLLIS) after being vetted and captured in an initial impressions report. Soldiers and leaders can access this information as they prepare for combat training center rotations.

(U//FOUO) The NTC is the best place for CAATs to collect information on tactical issues in armored and Stryker brigade combat teams training in DATE to determine potential gaps in DOTMLPF-P. The DATE rotations also allow the CoEs to assess previous changes for effectiveness.

(U) The realistic training conducted at NTC enables U.S. Army brigade combat teams to fight and win against any opponent, anywhere in the world.

**(U) Joint Multinational Readiness Center**

(U) On 08 JUL, COL Curtis A. Buzzard took command of the Joint Multinational Readiness Center (JMRC) from COL Thomas H. Mackey. A week later, BG Antonio A. Aguto took command of the 7th Army Training Command (7ATC)/Joint Multinational Training Center (JMTC) from BG Christopher Cavoli.

(U//FOUO) In mid-August, the 1st Brigade Combat Team, 3rd Infantry Division (the regionally allocated brigade), commenced Rotation 16-07 with a command post exercise and live-fire exercise conducted in Grafenwoehr Training Area before moving south to JMRC in Hohenfels in September. Combined Resolve VII is a USAREUR-directed regionally aligned force multinational exercise in support of United States European Command (EUCOM) training objectives focused on unified land operations and based on NATO's standard operating procedures (SOPs) for employing a NATO Response Force construct. The 18 participating nations comprise a total strength of over 3,500 Soldiers. This is JMRC's first tactical exercise using the Skolkan-based scenario.

(U) CALL Handbook 16-18, *Multinational Interoperability Reference Guide*, is now available and approved for public release. Forthcoming is JMRC's Volume III Newsletter focused on multinational interoperability in the DATE. Observer coach trainers continue to provide observations and feedback to the rest of the Army while working with numerous allies and partners.

**(U) Joint Readiness Training Center**

(U) The Joint Readiness Training Center (JRTC) recently hosted the 3rd Brigade Combat Team, 82nd Airborne Division, in Rotation 16-09 in the DATE. CALL led a TRADOC-directed collection on the rotation. This collection will result in a formal IIR from CALL. Meanwhile, the CALL office at the JRTC Operations Group posted JRTC trends for the first and second quarters of FY16 to JLLIS and the CALL website.

(U) CALL publication 16-24; *DATE at the JRTC Newsletter, Volume XII, Whole of Government, Interagency, and Engagement*; was recently published and posted on JLLIS and the CALL website.

**(U) Lessons Learned Courses**

(U) Learning lessons and sharing best practices save Soldiers' lives and make units operate more efficiently in both conflict and peacetime. All Army units (Active, National Guard, and Reserve) have mandatory lessons learned responsibilities now outlined in the new Army Regulation (AR) [AR 11-33 Army Lessons Learned Program dated 1 Apr 16](#).

(U) Units (brigade and higher, or specialty/lower units that deploy and operate separately) are required to take a lessons learned program and submit after action reports (AARs) to CALL. The Army Training Requirements and Resources System (ATRRS) Lessons Learned Course (Course No. 00-F5/000-F4 [MC]) trains leaders to put these programs into place.

(U) Units, supported by their trained lessons managers, can share lessons and best practices (to include AARs, standard operating procedures, and lessons learned-related documents) by uploading them to JLLIS at <https://www.jllis.mil>.

(U) Units are also required to incorporate lessons learned procedures and policies as areas of interest in unit-level command inspection and quality assurance programs (Army Doctrine Reference Publication [ADRP] 1-03, The Army Universal Task List, 02 OCT 2015; Army Tactical Task [ART] 5.5.5, Develop a Command Lessons Learned Program)

(U) CALL conducted the Lessons Learned Course from 15-19 AUG at Fort Leavenworth with 16 students from CALL, Army Medical Command (AMEDD), Combat Readiness Center (CRC), California Army National Guard (ARNG), South Carolina ARNG, and the Joint Improvised-Threat Defeat Agency.

(U) Students studied the principles of lessons learned, regulatory guidance for a unit lessons learned program, the process of the ALLP, utilization of JLLIS as the lessons learned database of record, various Web lessons learned resources that can be utilized at home station, and how to operate in their roles as analysts.

(U) The Lesson Learned Course has a mobile training team (MTT) option for training leaders and Soldiers, but requires unit funding.

**(U) FY 16**

- Class 007, 26-30 Sep 16

(U) FY 17

- Class 001, 31 Oct-4 Nov 16
- Class 002, 5-9 Dec 16
- Class 003, 27 Feb-3 Mar 17
- Class 004, 1-5 May 17
- Class 005, 26-30 Jun 17

(U) More information about the course, available dates, and how to register can be found at: <http://usacac.army.mil/organizations/mccoe/call/ll-course>

**Upcoming CALL Products**

- (U) Pacific Pathways 15 Newsletter
- (U) Conference of American Armies Bulletin
- (U//FOUO) Leader's Guide to CF/SOF



**CALL S-3:** (913) 684-6379  
**Collection and Analysis Division** (913) 684-9503  
- **Tactical Branch** (913) 684-6824  
- **Operational Branch** (913) 684-9542  
- **Strategic Branch** (913) 684-5978  
**Facilitation Division** (913) 684-9581  
**Army Lessons Learned Program Division** (913) 684-3593  
**Publishing Division** (913) 684-7280

**CENTER FOR ARMY LESSONS LEARNED**  
10 Meade Ave., Bldg. 50  
Fort Leavenworth, KS 66027-1350  
(913) 684-3035  
**CALL Public Website:** <http://call.army.mil>  
**CALL Restricted Website:** <https://call2.army.mil>  
**Joint Information Lessons Learned Information System** [JLLIS](#)