

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

SEP-OCT 2015



Director's Corner

Welcome to the Fall 2015 edition of the CALL Insider Newsletter.

On 27 OCT the Center for Army Lessons Learned unveiled its new Combat Training Center (CTC) Resources Web page at the CTC Conference held at the Joint Readiness Training Center (JRTC), Fort Polk, LA. This Web page, part of CALL's redesigned website, offers one-stop shopping for lessons and best practices as they relate to the decisive action training environment at the CTCs and Warfighter exercises. The Web page combines observations, publications, doctrine, videos, etc., that will help the brigade combat team Fight and Win in today's complex environment. This must-see Web page will enable the Warfighter to capitalize on the hard-won lessons and best practices that previous units fought to achieve. Do not repeat the same mistakes! Visit <https://call2.army.mil> today.



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

COL Paul P. Reese
paul.p.reese.mil@mail.mil
(913) 684-9589

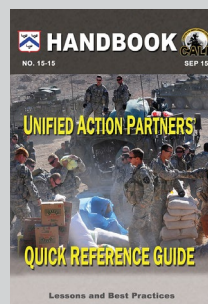
Recent CALL Publications



CTC Resources Web Page
The CTC Resources Web page focuses on CTC training, planning, preparation, and execution. It is organized by warfighting function for a target audience

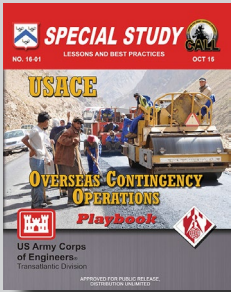
that includes both the operational Army and the institutional Army. CALL products (newsletters, handbooks, graphic training aids, and videos), non-CALL products, links to communities of practice, and links to individual CTC websites are available in one or two mouse clicks. Products offer experience from recent CTC rotations as well as enduring lessons and best practices over time. The CTC Resources Web page links to the Joint Lessons Learned Information System, the Army's program of record for lessons learned. The page is continuously updated with the most recent information, lessons, and best practices to assist units preparing for a CTC rotation or a decisive action deployment. The site is located at:

https://call2.army.mil/ctc/ctc_resources.aspx.



[CALL Handbook 15-15: Unified Action Partners' Quick Reference Guide](#)

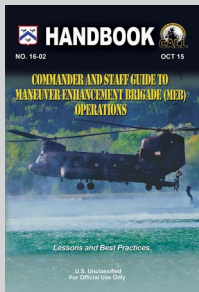
This quick reference guide describes U.S. Army organizations, planning, and operations. Unified action partners (UAPs) are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during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



CALL 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

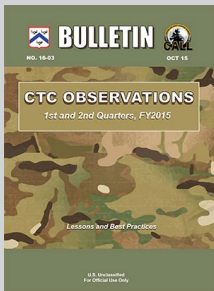
closing down a contingency engineer district (CED) to close known information gaps. It is designed as a guide leveraging user-level through senior leaders' significant experiences, observations, and perceptions in a CED.



CALL Handbook 16-02: Commander and Staff Guide to Maneuver Enhancement Brigade (MEB) Operations:

This leaders' guide on the unique capabilities and employment of the MEB in support of unified land operations offers vignettes to provide lessons and best practices on

how to better train, integrate, and leverage this multifunctional headquarters



CALL Bulletin 16-03: CTC Observations 1st and 2nd Quarters FY15:

This CTC newsletter contains significant observations and associated best practices from decisive action training environment rotations for the first two quarters of fiscal year 2015. This publication

is a continuation of CTC newsletters that CALL started in the mid-1990s. Organized by warfighting function, these CTC observations reflect both positive performance (sustains) and areas that need emphasis (improves). CTC observations and best practices contribute to the Army as a learning organization and provide the following:

- *Units receive a reference for training emphasis at home station.*
- *Doctrine writers and training developers receive successful techniques, identified gaps in capability, and research material as they update doctrine, organization, training, materiel, leadership, personnel, or facilities.*

National Training Center



With continued support from CALL, the NTC plans to develop another publication in early 2016 focused on observations in the decisive action training environment (DATE). The first and second volumes, CALL Newsletter 12-19: NTC Decisive Action Training Environment and CALL Newsletter 14-02: NTC Decisive Action Training Environment, Vol. II, as well as Newsletter 15-18, the new Volume III, are available through CALL's CAC-enabled restricted website: <https://call2.army.mil>

Joint Multinational Readiness Center



In September, CALL published Handbook 15-17, Commander's Guide to Multinational Interoperability, produced at the JMRC. Commanders at all levels will find it useful not just for the lessons it provides, but for the logical construct it affords for solving the complexities of multinational interoperability. The handbook provides tactical-level insights and lessons gleaned from numerous multinational exercises that military leaders can use to logically approach the complexities of interoperability in a multinational environment.

Joint Readiness Training Center



COL Reese, CALL Director, representing both the Mission Command Center of Excellence and CALL, visited the JRTC on 11 SEP. He had a desk-side briefing with BG McGuire, JRTC Commander, and COL LaNeve, 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 learned in 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 CALL analyst Mark Schiller 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.

- Exercise objectives for the 3rd ESC included:
- Validate EECP concept and design for contingency operations.
 - Establish an intermediate staging base (ISB) to support reception, staging, onward movement, and integration.
 - Provide mission command of sustainment units operating in theater.



- Integrate partner nation sustainment forces and LNOs.
- Establish and maintain strategic reachback to ESC main and enterprise partners in CONUS.

**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 nations.

**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 to bring its instructors 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**

Although the deployment 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.

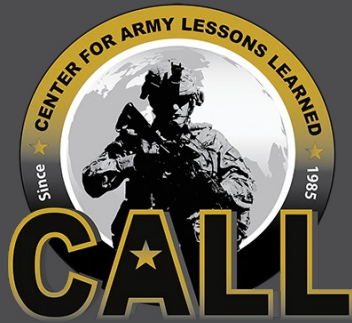
**Army Lessons Learned Forum (ALLF) General
Officer Steering Committee (GOSC)**

LTG Robert B. Brown, Commanding General of the Combined Arms Center, chaired the Army Lessons Learned Forum General Officers Steering Committee (GOSC) in September with widespread participation from more than 30 organizations from across the total force. LTG Brown emphasized that this forum should be leveraged by Army Service component commands and centers of excellence as a platform for sharing lessons and best practices and as an effective method for informing the Warfighter and other venues or forums such as the Army Warfighting Challenges. Topics included:

- Sustaining Reserve Component operationalization (Headquarters, Department of the Army G-3/RAND Corp. study)
- Denied, degraded, disrupted space operating environment lessons and best practices (Army Space and Missile Defense Command/United States Army Forces Strategic Command)
- Hybrid threat based on Ukraine (Asymmetric Warfare Group)
- Joint Task Force ODIN lessons and best practices (Intelligence Center of Excellence)
- Engineer update (Maneuver Support Center of Excellence)
- Indirect fires in combined arms maneuver/wide area security (Fires Center of Excellence)

Slides and notes can be found at: <https://www.jllis.mil/apps/?do=cops.view&copid=1042>

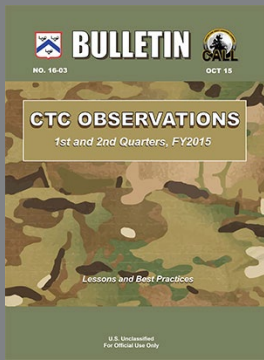
The next Army Lessons Learned Forum GOSC is scheduled for 16 DEC.



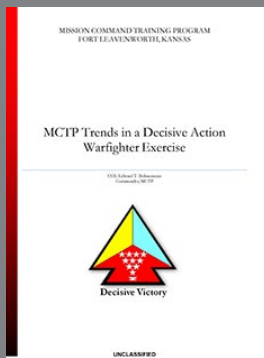
CALL Combat Training Center Resources



https://call2.army.mil/ctc/ctc_resources.aspx



This CTC Observations Bulletin contains observations and associated best practices from DATE rotations for the first two quarters of fiscal year 2015. This initial publication continues a series of CALL newsletters started in the mid-1990s. CALL collects observations, best practices, and training results from the respective observer-coach/trainers (OC/T) at the CTCs and compiles the information in a publication every six months.



MCTP

MCTP Trends in a Decisive Action Warfighter Exercise



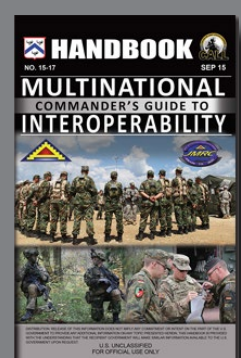
15-08

Operations in the Decisive Action Training Environment at the JRTC, Vol. IX



15-18

Decisive Action Training Environment at the National Training Center, Volume III



15-17

Commander's Guide to Multinational Interoperability

CALL S-3: (913) 684-9576
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
Collection Division (913) 684-7383
Army Lessons Learned Program Division (913) 684-3593
Dissemination 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