



CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

MAY-JUN 2016



Director's Corner

(U) Welcome to the May/June 2016 edition of the CALL Insider Newsletter.

(U) CALL has spent a busy two months conducting three important collection missions. We partnered with several Centers of Excellence to observe Exercise Anakonda 16 in Poland 07-17 JUN. In addition, four analysts travelled to Fort Hood, TX, for the Multi-echelon Integrated Brigade Training (MIBT) event which brought together units from the Active Component, Army National Guard, and Army Reserve. Finally, Warfighter Exercise (WFX) 16-5 provided a good look at mission command lessons and best practices from the experiences of the 35th Infantry Division and 1st Cavalry Division. Expect the initial impressions reports (IIRs) for all three collection efforts to be posted on the CALL webpage by the end of July. Lessons and best practices from these exercises are a must read by all!



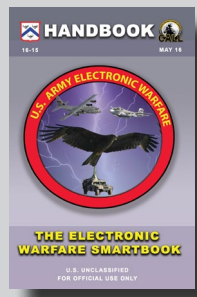
(U) I invite you to follow CALL through our social media presence. You will be able to access our products as soon as they are posted to our website; our website is also a source for lessons learned-related information gathered from a wide range of professional blogs, journals, and articles.

(U) If you cannot find what you need, please submit a request for information (RFI), or give us a call at (913) 684-3035.

COL Paul P. Reese

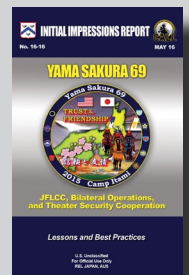


Recent CALL Publications



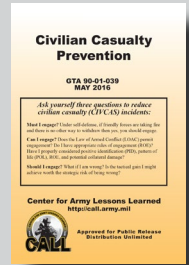
16-15: The Electronic Warfare Smartbook

(FOUO) A reference guide written in cooperation with the Army Cyber Center of Excellence for conducting electronic warfare (EW) operations at the tactical and operational levels. This smartbook will aid commanders and staffs in integrating EW capabilities into operations, while assisting in planning, execution, and assessment of EW operations in support of full spectrum operations.



16-16 Yama Sakura 69 IIR

(FOUO) This report provides observations, lessons, and best practices from the command post exercise conducted with the U.S. Army's I Corps and the Japanese Ground Self-Defense Force Middle Army on 06-11 DEC 2015. This IIR covers a wide range of topics to improve the interoperability between the two forces.



Civilian Casualty Prevention Smartcard

(U) Graphic Training Aid (GTA) 90-1-01-039, Civilian Casualty (CIVCAS) Prevention, provides lessons, best practices, and consequence management steps to mitigate civilian loss of life and property (collateral damage) during the conduct of military operations.



16-17: Decisive Action Training Environment (DATE) JRTC Newsletter Vol. XII

(FOUO) This newsletter provides current articles by subject matter experts that will help units prepare for Joint Readiness Training Center (JRTC) rotations. This volume focuses on joint forcible entry and combined arms maneuver.



16-18: Multinational Interoperability Reference Guide

(U) This handbook codifies and distributes emerging tactics, techniques, and procedures (TTP) used by units training at the Joint Multinational Training Center (JMRC) at Hohenfels, Germany. Commanders at all levels will find it useful not just

for the TTP it provides, but for the logical construct it affords for solving the complexities of multinational interoperability. The goal of this handbook is to provide military leaders with tactical-level insights and lessons gleaned from numerous multinational exercises.



16-19: CJTF-HOA Transition Special Study

(U) This special study examines Combined Joint Task Force-Horn of Africa's (CJTF-HOA) transition from its inception as an organization focused on short-term crisis action to a long-term campaigning headquarters with a mission integrated into the U.S. Africa Command theater campaign plan. Over the past year, CALL personnel interviewed numerous members of the CJTF-HOA staff, as well as staff members assigned to subordinate units. More than 200 observations on every aspect of the mission have been loaded into the Joint Lessons Learned Information System (JLLIS) (<https://www.jllis.mil>) where they can be accessed for further information.

J-36 Force Protection CBRNE Assessment: News from the Front

(U) This observation report is from a meeting with members of the Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) Office C-J36-Force Protection, CJTF-Operation Inherent Resolve (OIR). The purpose of the meeting was to report on a chemical needs assessment made by the 20th CBRNE Command for the CJTF-OIR combined-joint staff. The report documents the assessment and recommendations made by the 20th CBRNE Command to the chief of staff, CJTF-OIR on appropriate staffing to meet the U.S. Central Command (USCENTCOM) counter-weapons of mass destruction (WMD) and CBRN defense requirements.



Future Operations Synchronization Board: News from the Front

(U) Combined Joint Task Force-Operation Inherent Resolve (CJTF-OIR) conducts the Future Operations Synchronization Board (FOSB) weekly in order to develop the weight of

effort for CJTF-OIR future operations. The function of the FOSB is to allow the CJTF-OIR C-J3 (Combined-Joint Operations Officer) to synchronize operations and support operations throughout the combined joint operations area (CJOA) for the short-medium timeframe.

JMTG-Ukraine Support Effort



(U) Joint Multinational Training Group-Ukraine has published an Anti-Terrorist Operation (ATO) zone "impressions" report based its work with the Ukrainian

1-72 Mechanized Infantry Battalion (MECH INF BN). This report is similar to the recently released report from the key leader interviews with 1-24 MECH INF BN. The 1-72 MECH INF BN is training at the International Peacekeeping and Security Centre (IPSC) and had been stationed along the eastern front for the past two years.

(FOUO) This “ATO Impressions Report” is published in the JMTG-U JLLIS community of purpose (COP) at <https://www.jllis.mil/apps/?do=cops.view&copid=1045>

(U) JMTG-U is currently conducting the third iteration of training. CALL has been working with the Ukrainian training cadre that will form the nucleus of the combat training center (CTC) at the IPSC which will include a lessons learned capability.

Anakonda 16 (AN-16) Exercise

(U) A CALL collection and analysis team (CAAT) has returned from Poland where it collected on AN-16, the Polish-led, joint, multinational exercise that took place throughout Poland 07-17 JUN. Approximately 31,000 troops (an estimated 13,000 from the U.S.), 3,000 vehicles, 105 aircraft, and 12 ships from more than 23 North Atlantic Treaty Organization (NATO) and allied partner nations participated in the exercise. CALL’s 11-member team was distributed throughout Poland conducting key leader interviews and focusing collection efforts on the areas of command and control, interoperability, sustainment, and freedom of movement. As a result of this collection, an IIR is scheduled for completion in July 2016. That IIR will be followed by an AN-16 special study to be produced by early 2017.

Civilian Casualty (CIVCAS) Prevention

(FOUO) CALL participated in the Kunduz CIVCAS General Officer Steering Committee video teleconference on 16 JUN. CALL’s lines of effort include: (1) Production of a CIVCAS Mitigation Handbook, and (2) Production of two GTAs – “Civilian Casualty Prevention” and “Nonlethal Tools, Equipment and Capability.” CALL is also assisting the Operational Environment Training Support Center and the Army Training Support Center (ATSC) in developing the narrative for an unclassified, animated vignette video depicting what occurred at Kunduz and providing insights and lessons from this engagement. CALL will incorporate input from Army University and Center for Army Leadership to address the leadership aspects of the engagement into its products.

Maple Resolve 16-01 Exercise

(U) CALL deployed a two-person CAAT to Canadian Forces Base Wainwright, Canada, in support of U.S. Army North (ARNORTH) for the MAPLE RESOLVE Command Post Exercise 25 MAY-08 JUN.

(U) The collection team partnered with U.S. Northern Command (USNORTHCOM), ARNORTH, and other subject matter experts to collect observations, lessons, and best practices during this multilateral, brigade-level exercise with full-spectrum operations as its focus.

(FOUO) The data will generate a combined/joint newsletter and an IIR by CALL in cooperation with the Canadian Lessons Learned Center. This product will focus on measures to improve overarching coalition combat effectiveness, while reducing the potential of CIVCAS, in a realistic joint and multinational partnered environment.

MCTP Warfighter Exercise 16-5

(U) CALL deployed two analysts for WFX 16-5 from 06-16 JUN to observe the 1st Cavalry Division and the 35th Infantry Division. The team collected observations and best practices on division support area operations, movement of the early entry command post (EECP), the division tactical command post (DTAC) and division main command post (DMAIN), deep operations, river crossing, and deliberate breaching operations.

(U) CALL will produce an IIR based on observations and key leader interviews from both units. A review of CALL’s past decisive action publications is being completed for future updates and publication based on observations from fiscal year (FY) 16 WFXs.

Indonesian Army Delegation Visit



(U) BG Eko Margiyono, deputy assistant for operations, Indonesia Army Headquarters; and ten members of the Indonesian Army visited CALL on 11 MAY. COL Reese provided an overview briefing on CALL's mission and organization. The briefing was followed by a discussion of the U.S. Army lessons learned process and recommendations on how the Indonesian Army could develop a lessons learned capability.

Future Battlefield Annual Talks, Israel



(U) COL Reese participated in the Future Battlefield Annual Talks (FBAT) XXV, 05-09 JUN, Tel Aviv, Israel. GEN Perkins, Commanding General, U.S. Army Training and Doctrine Command (TRADOC), led a delegation consisting of the CALL and Combined Arms Doctrine Directorate (CADD) directors, Center of Excellence (CoE) commanders, and school commandants to meet with the Israel Defense Forces (IDF) Chief of the Ground Forces, and respective counterparts.

(U) The purpose of this key bilateral engagement was to exchange information relative to doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF); discuss lessons learned; and propose solutions between the U.S Army and IDF regarding common problem sets. COL Reese and his counterpart, COL Cohen, IDF Head of Concepts, Doctrine, and Training Department; facilitated a discussion during the FBAT's plenary session pertaining to enduring lessons and challenges as the U.S. Army and the IDF adjust to new and complex operating environments. COL Reese visited the IDF's Armor School, Cadet Officer School, and observed an IDF joint firepower demonstration showing cadets the tactically correct method to conduct an urban attack. COL Reese and the delegation also had the opportunity to visit and exchange information with the IDF's Simulation Center and its Mission/Battle Command Training Program.

Multi-echelon Integrated Brigade Training (MIBT) 16-01 Collection

(U) CALL deployed four analysts to Fort Hood, TX, to collect observations, lessons, and best practices during the MIBT event designed to provide a CTC-like experience for the 155th Armored Brigade Combat Team (ABCT) from 01-17 JUN. This exercise was supported by First Army units, as well as by 1st Cavalry Division and the Fort Hood garrison. The major collection areas were exercise design; reception, staging, and onward integration; multi-component equipment transfer; external evaluation for objective T; pre-exercise gunnery aim points; and feedback from the training unit on the training exercise. CALL will publish the observations on the exercise in August and develop an MIBT product to be published 1st quarter, FY17.

Eager Lion (EL) 16

(U) Two of CALL's embedded liaison officers (LNOs) supported U.S. Army Central (USARCENT), 2/1 ABCT, and the Jordanian Armed Forces (JAF) by collecting lessons and best practices from Eager Lion 16 held in Jordan. The focus of this exercise was to support the enduring relationship with the Jordan Center for Studies and Lessons Learned (JCSLL). The trip included collecting observations during EL 16 and supporting JCSLL on the collection, analysis, and facilitation of the JAF after action review.



(U) Eager Lion is an annual bilateral or multilateral combined exercise that includes situational training exercise (STX), field training exercise (FTX), combined arms live fire exercise (CALFEX), and command post exercise (CPX) formats. Training is centered on a Jordanian-based scenario to enhance national security, while supporting the relationships and interoperability within the coalition partnership.

National Training Center



(FOUO) The National Training Center (NTC) will experience several key leader transitions this summer. Of those transitions, the NTC Operations Group conducted a change of command on 23 MAY, saying farewell to COL David A. Lesperance, and welcoming COL Richard R. Coffman as the 24th Commander of Operations Group (COG). Prior to his departure, however, COL Lesperance, along with the observer, coach/trainers (OC/Ts), completed and submitted articles (based on observations during the COL's tenure) to CALL. These articles will comprise the NTC Decisive Action Training Environment (DATE) Newsletter, Vol. IV, which is in the process of being published. CALL thanks COL Lesperance for his assistance in distributing lessons and best practices to the operational Army, and we look forward to working with COL Coffman. You can find the most recent NTC observations at: <https://www.jllis.mil/apps/?binderid=10273&do=binders:binder.summary>.

Joint Multinational Readiness Center



(U) The Joint Multinational Readiness Center recently concluded rotation 16-06, Exercise SWIFT RESPONSE 16, a joint and combined readiness training event that evaluated brigade and battalion execution of strategic outload, airborne joint forcible entry, and follow-on missions. This premier military crisis response training began with airborne operations in Poland, followed by operations conducted in Grafenwöhr and Hohenfels, Germany. More than 5,000 personnel participated, including British, French, (Airborne Combined Joint Expeditionary Force), Italian, Polish, German, Dutch, and U.S. (173rd Airborne Brigade and 1st Brigade, 82nd Airborne Division) troops, among others.

(FOUO) Work has been completed on CALL Handbook 16-18: *Multinational Interoperability Reference Guide*, an update to CALL Handbook 15-17: *Commander's Guide to Multinational Interoperability*. Subsequently, work is progressing at CALL on JMRC's third DATE newsletter, focusing on multinational interoperability in the decisive action training environment. Observer coach/trainers continue to provide feedback to the rest of the Army through their observations while working with numerous allies and partners.

Joint Readiness Training Center



(U) The JRTC hosted 3rd Brigade, 101st Airborne Division during rotation 16-07 in the DATE. At the same time, CALL coordinated and led a TRADOC-directed collection on the rotation. That collection will result in a formal IIR from CALL in the near future.

(U) Meanwhile, the CALL office at the JRTC Operations Group completed the collection of JRTC observations for 1st and 2nd Quarter FY16 for posting to JLLIS. The CALL office at JRTC also completed its 15th DATE newsletter and is nearing completion of the 16th DATE newsletter.

(FOUO) As for JRTC, the Operations Group command changed with the rotation of COL LaNeve out of command and the imminent assumption of command of COL Sean Bernabe. Similarly, the Operations Group senior roster began a 100-percent turnover to new seniors that will not be complete until late summer.

CALL Liason Officer to U.S. Army Pacific (USARPAC)

(FOUO) CALL has established an LNO office at the USARPAC headquarters, Fort Shafter, HI. Mr. John Hansen is responsible for coordinating CALL support of training and operations, conducting lessons learned collections, and providing feedback on DOTMLPF issues affecting USARPAC. He can be contacted at john.n.hansen3.civ@mail.mil.





Lessons Learned Courses



(U) Lessons learned and best practices are what save Soldiers' lives and make units operate more efficiently in both conflict and peacetime. All Army units (active, National Guard, and Reserve) now have mandatory lessons learned responsibilities outlined in the new Army Regulation (AR) 11-33, Army Lessons Learned Program, dated 1 APR 16:

(U) 1. Units (Brigade and higher, or specialty/lower units that deploy and operate separately) now have an AR 11-33 requirement to have a lessons learned program and submit after action reports (AARs) to CALL. The Army Training Requirements and Resources System (ATRRS) Lessons Learned Course (00-F5/000-F4 [MC]) will train leaders to put these programs into place.

(U) 2. Units, supported by their trained lessons managers, will share lessons and best practices (to include all AARs, standard operating procedures [SOPs], and lessons learned-related documents) by uploading them to JLLIS at https://www.jllis.mil.

(U) 3. Units are also required to incorporate lessons learned procedures and policies as areas of interest in all unit-level command inspections and quality assurance programs (Army Doctrine Reference Publication 1-03, The Army Universal Task List, ART 5.5.5).

(U) The Lessons Learned Course is focused on training personnel who may be currently assigned responsibility for establishing and managing a lessons learned program in their organization and subordinate units. The course also addresses the roles and responsibilities of lessons learned personnel and trains these personnel in lesson manager skills.

(FOUO) CALL conducted its most recent Lessons Learned Course 06-10 JUN at Fort Leavenworth. Nine personnel from the Sustainment Center of Excellence (CoE), Maryland Army National Guard (ARNG), U.S. Air Force, Louisiana ARNG, the Engineer School,

Mississippi ARNG, Cyber CoE, the 780th Military Intelligence Brigade, and the Joint Improvised-Threat Defeat Agency attended the course.

(U) The audience was trained in the principles of lessons learned, regulatory guidance, the process, utilization of JLLIS, and the other various web lessons learned resources to utilize in their home station units and to implement in their roles as analysts.

(U) CALL is able to conduct the Lesson Learned Course as a mobile training team (MTT) to train your leaders and Soldiers; however, this type of training will require unit funding.

(U) Upcoming CALL Lessons Learned Course dates at Fort Leavenworth are:

(U) FY 16

- (U) Class 006, 15-19 AUG 16
• (U) Class 007, 26-30 SEP 16

(U) FY 17

- (U) Class 001, 31 OCT-4 NOV 16
• (U) Class 002, 5-9 DEC 16

(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.aspx.

Upcoming CALL Products

- (FOUO) Leader's Guide to ISR Handbook
• (U) Pacific Pathways 15 Newsletter
• (FOUO) Pacific Pathways 15-03 Initial Impressions Report
• (U) Joint Force Command-Operation United Assistance Case Study
• (U) Home Station Training Initial Impressions Report

CALL S-3: (913) 684-9576
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