



CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

MAR-APR 2016



Director's Corner

(U) Welcome to the March/April 2016 edition of the CALL Insider Newsletter.

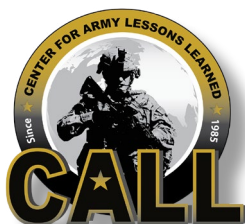
(U) During the past two months, CALL analysts participated in multiple collections and training events including U.S. Army Central's (US-ARCENT) Lucky Warrior 16 exercise and the Mission Command Training Program's (MCTP) warfighter (WfX) 16-4 exercise collection. This edition highlights CALL's support to the Joint Multinational Training Group-Ukraine (JMTG-U) and to the institutional Army in various educational settings. We are also pleased to feature the newly signed Army Regulation (AR) 11-33, which codifies the Army's and commanders' roles in the Army Lessons Learned Program (ALLP).



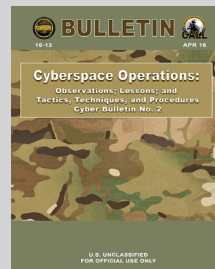
COL Paul P. Reese

(FOUO) CALL published new handbooks, initial impressions reports (IIRs), and a newsletter summarizing the latest insights, lessons, and best practices collected throughout the Army. All of our new and archived products can be easily downloaded at <https://call2.army.mil>.

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

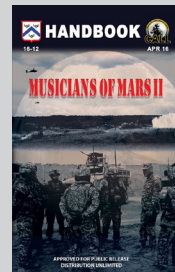


Recent CALL Publications



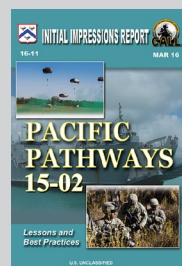
16-13: Cyberspace Operations Bulletin No. 2

(FOUO) This bulletin provides units with best practices and observations, insights, and lessons on cyberspace operations. *Cyberspace Operations* features tactics, techniques, and procedures units can use to train and prepare for combat training center (CTC) rotations, exercises, and deployments.



16-12: Musicians of Mars II

(U) This handbook is a sequel to CALL publication 90-06, *The Musicians of Mars: A Story of Synchronization for the Company/Team Commander*. This short story emphasizes critical synchronization tasks, combat leadership principles, and factors for (primarily) company/team leaders' consideration. In today's decisive action environment against potential hybrid threats, the importance of integrating and synchronizing available combat power, both lethal and nonlethal, is critical to unit success on the battlefield. *Musicians of Mars II* features the perspectives of two company/team commanders and the task force commander in a deliberate defense scenario against a current hybrid threat. The narrative explores successes and shortcomings in the planning, preparation, and execution of the defense, providing considerations and points of emphasis for tactical leaders. A must read!



16-11: Pacific Pathways 15-02 IIR

(FOUO) This IIR, the second in a series of three, focuses on the second operational phase of Pacific Pathways 15-02, consisting of the following exercises: Hamel with Australia, Garuda Shield with Indonesia, and

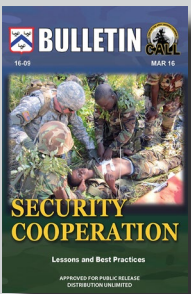
Keris Strike with Malaysia. Hamel was a decisive action exercise with American, British, Canadian, Australian, and New Zealand partners. Garuda Shield and Keris Strike consisted of engagements with the respective host nations focusing on Phase 0 tasks, staff activities replicating humanitarian assistance and disaster relief, and small-unit tactics. Topics in this publication include planning, interoperability, mission command, movement and maneuver, intelligence, fires, and sustainment warfighting functions.



16-10: ARCENT Transition to CJTF-OIR IIR

(U) This IIR summarizes insights, lessons, and best practices collected when the ARCENT headquarters transitioned from a joint forces land component command (JFLCC) to Combined Joint Task Force-Operation Inherent Resolve (CJTF-OIR). The collection focused on coalition and host nation partnerships; joint, interagency, intergovernmental, and multinational interoperability; and joint manning document gaps, permissions, and authorities of the joint task force.

Inherent Resolve (CJTF-OIR). The collection focused on coalition and host nation partnerships; joint, interagency, intergovernmental, and multinational interoperability; and joint manning document gaps, permissions, and authorities of the joint task force.



16-09: Security Cooperation Bulletin

(U) The U.S. Army must sustain security cooperation as a core competency to ensure strategic success in today's operating environment. Insights from Army and joint security cooperation activities examined in this bulletin provide observations, analysis, lessons, and best practices gleaned from the past decade of war that can be applied toward all theaters of operation.

gleaned from the past decade of war that can be applied toward all theaters of operation.

JMTG-U staff. The Ukrainian 1-24 was the first battalion to train at the IPSC and from there returned to a sector engaged in operations in the ATO zone. Their impressions of their performance in the ATO zone after attending the IPSC were valuable in determining improvements to the existing training POI. At the IPSC, collection efforts continue to focus on security force assistance provided by 3rd Battalion, 15th Infantry Regiment, 2nd Infantry Brigade Combat Team, 3rd Infantry Division, and Canadian partners; this effort has become much more important as the Ukrainian cadre prepares to assume portions of the training mission in the next few months. The transition of the IPSC into a Ukrainian combat training center at Yavoriv remains a significant objective of the JMTG-U mission.



(FOUO) CALL continues to work closely with the Asymmetric Warfare Group (AWG) and other agencies in country. Observations continue to be shared with our unified action partners (UAPs) via the North Atlantic Treaty Organization (NATO) Joint Analysis and Lessons Learned Centre (JALLC). All the information collected, including the report from 1-24, can be viewed in the JMTG-U binders on the Joint Lessons Learned Information System (JLLIS) at <https://www.jllis.mil/apps/?do=cops.view&copid=1045>.

JMTG-U Support Effort

(U) The second iteration of training support focused on a Ukrainian Army infantry air assault battalion and continues per the program of instruction (POI). A small group of Ukrainian soldiers recently engaged directly with JMTG-U staff at the International Peacekeeping and Security Center (IPSC) about their experiences in the Anti-Terrorist Operation (ATO) zone. The Ukrainian 1-24 Mechanized Infantry Battalion sent a team of five soldiers, leaders from that battalion, to the IPSC to conduct focused discussions with select members of the

Lucky Warrior 16 Exercise Collection

(U) CALL deployed three liaison officers (LNOs) to collect observations, lessons, and best practices during USARCENT's Lucky Warrior (LW) exercise, 08-18 MAR, at Shaw Air Force Base, SC; Camp Buehring, Kuwait; and Camp Arifjan, Kuwait. LW is USARCENT's annual exercise to enhance its mission command capability operating as a coalition forces land component command (CFLCC) to set the theater and execute unified land operations in support of U.S. Central Command operational requirements. CALL will produce an IIR, report improvements from our recently published CJTF-OIR

transition IIR to the USARCENT leadership, and upload the data collected to JLLIS to share across the force.

MCTP WFX 16-4 Collection

(U) CALL deployed a three-person collection team to Fort Bragg, NC, and Fort Riley, KS, 05-15 APR, for MCTP WfX 16-4. This WfX was an XVIII Airborne Corps CJFLCC/CJTF exercise operating in a decisive action training environment (DATE). The team collected observations, lessons, and best practices on the following: corps and division support area security, joint fires, mission command, deep operations, stability operations, and special operations forces (SOF) integration. These observations, lessons, and best practices will be used in a future CALL publication and uploaded into JLLIS.

CALL Support to the Institutional Army

(U) CALL provided Command and General Staff College (CGSC) students an overview of lessons and best practices in Ukraine collected by CALL over the last six months. Four CALL subject matter experts (SMEs) provided briefings that included a Ukraine conflict overview, lessons and best practices collected at the operational and tactical levels, and an introduction to the U.S. Army Training and Doctrine Command (TRADOC)-led Russian New Generation Warfare Study. Approximately 400 students and faculty members attended the session. CALL SMEs answered questions during a panel discussion, disseminated CALL products, and provided attendees with additional points of contact for support at CALL. Many students commented that CGSC should schedule more SMEs to discuss current, real-world lessons and best practices throughout the academic year.

(U) CALL also provided a SME as a participant to the CGSC Interagency/Security Force Assistance panel on 07 MAR. This event was very successful — both for the school and for CALL. These events support CALL’s efforts to expand its dissemination of lessons and best practices to the institutional Army.

Israel Defense Forces Delegation Visits

(U) CALL hosted an Israel Defense Forces (IDF) delegation visiting the Combined Arms Center (CAC) and Fort Leavenworth 06-08 MAR. The five-member delegation was led by COL Cohen, head of the IDF Concepts, Doctrine, and Training Department. Other key members



of the delegation were COL Formoza, Israel’s army attaché to the U.S., and COL Bitton, the IDF’s LNO to TRADOC. TRADOC’s LNO to Israel and Jordan escorted the delegation. The Future Battlefield Annual Talks (FBAT) and CALL’s Agreed-to-Action (ATA) with the IDF were the primary topics of discussion between COL Reese and COL Cohen. The leaders agreed, conceptually, that they would both facilitate the plenary session of the FBAT, and they agreed to the ATAs they would both sign at the FBAT. The IDF delegation also met with leaders from the Mission Command Center of Excellence (MCCoE); the Capability Development Integration Directorate, Human Dimension; the Combined Arms Doctrine Directorate; Army Training Network; and the Army National Guard (NG). The delegation specifically visited the Mission Training Complex to learn about the NG Mission Command Training Support Program. CALL’s continued engagement with the IDF supports the sharing of lessons and best practices between our two armies, thereby improving readiness and multinational interoperability for both.

Jordanian Center for Studies and Lessons Learned Visit (JCSLL)



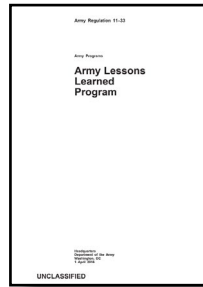
(U) CALL hosted the operations officer and two staff officers from the JCSLL, 12-19 MAR, at Fort Leavenworth to provide instruction on the ALLP. The Jordanians also learned CALL methods for collecting, analyzing, disseminating, archiving, and integrating lessons and best practices into training and operations. Leaders of the JCSLL requested this event to improve their own capabilities in facilitating the Jordanian Armed Forces lessons learned program. Plans to combine efforts for collecting lessons and best practices from the Eager Lion 2016 exercise, scheduled in Jordan 15-24 MAY, are being finalized.

FY17 Army Lessons Learned Synchronization Workshop (ALLSWS)

(U) CALL hosted the second annual ALLSWS 22-23 MAR. More than 140 personnel from 44 organizations (Services; joint organizations; Headquarters, Department of the Army [HQDA]; National Guard Bureau; Army commands [ACOMs]; Army Service component commands [ASCCs]; direct reporting units [DRUs]; and centers of excellence [CoEs]) participated. As discussed in his *Initial Message to the Army*, the Chief of Staff of the Army's number one priority, "readiness," is built on the foundation of information gleaned from lessons learned. To that end, the ALLSWS supports the Army as a learning organization by synchronizing lessons learned activities Army-wide for improved readiness of the force. The ALLSWS synchronized and prioritized 309 topics/issues to 13 key efforts the Army lessons learned community will address in fiscal year (FY) 17. The outcome of the ALLSWS sets the conditions for the development of the FY17 Army Lessons Learned Annual Plan (staffing begins on or about 3 MAY, with HQDA signing/publishing no later than 1 OCT).



The Army Lessons Learned Program



(U) The ALLP uses people, processes, tools, and organizations to gather, rapidly share, and integrate lessons and best practices across networked commands, units, organizations, and UAPs. CALL, organized under TRADOC's MCCoE, implements the ALLP as the office of primary responsibility.

(U) Revisions to AR 11-33, Army Lessons Learned Program, established responsibilities and management procedures across the Army to maximize experiential learning, change behavior, and improve readiness. The revised regulation effective on 1 May 2016:

- Explains how the ALLP is a fully integrated knowledge network enabling a rapid sharing of lessons and best practices, creating a sharing culture within the Army.
- Requires HQDA elements, ACOMs, ASCCs, and DRUs to designate lesson managers to assist units in meeting lessons learned requirements.
- Establishes JLLIS as the system of record for the Army lessons learned community of practice.
- Reinforces the requirements for units to develop and submit after action reports (AARs) to ensure lessons and best practices are captured and shared.
- Adds the process for the Army Lessons Learned Forum and explains its importance to the integration of issue resolution venues across the Army.

(U) In order to operate effectively in a complex world, the Army needs to be a versatile learning organization and possess a wide array of capabilities across the range of military operations. A networked lessons learned program provides leaders and units the ability to rapidly adapt and share knowledge in the current and future operating environment. AR 11-33 serves as the foundation to this process.

National Training Center

(U) The National Training Center (NTC) is capable of conducting tough and realistic unified land operations exercises with our UAPs thanks to the proficiency and professionalism of the 11th Armored Cavalry Regiment (ACR). The 11th ACR's unique mission is vital to the readiness of the U.S. Army — providing a highly lethal opposition force (OPFOR) able to prepare brigade combat teams to fight and win anywhere in the world. In support of the Blackhorse Regiment's mission, CALL assisted in the development of a successful lessons learned program within 11th ACR. The process includes a unit sending designated representatives to the resident lessons learned training course, establishing a lessons learned binder in JLLIS to submit observations and AARs for sharing with others, and submitting quarterly lessons learned newsletters. More information on establishing a lessons learned program can be found in CALL Handbook 11-33.

Joint Multinational Readiness Center

(U) JMRC continues to promote interoperability while conducting rotational training during unified land operations. JMRC serves as a valuable crucible for the Army by revealing gaps in multinational interoperability and working to close those gaps. Most recently, the 173rd Airborne Brigade completed its participation in Saber Junction 16, U.S. Army Europe's annual combat training center certification exercise designed to evaluate combat readiness. The exercise involved nearly 5,000 participants from 16 allied and European partner nations. The training featured a multi-battalion, multinational airborne jump followed by several days of air-land operations on JMRC's short take-off and landing strip.

(U) JMRC is currently gathering observer-coach/trainer observations and experiences from multiple rotational training events to share with CALL and the Army.

Joint Readiness Training Center

(U) The Joint Readiness Training Center (JRTC) hosted rotation 16-05 for the month of March as a chemical, biological, radiological, and nuclear (CBRN) response enterprise rotation. Three rotational training units participated: the 36th Engineer Brigade, the 76th U.S. Army Reserve Operational Response Command, and the 38th IBCT (Indiana Army National Guard). Each task force

received separate mission tasks during the rotation under U.S. Army North guidance. Rotation 16-06 for 1st Brigade Combat Team, 101st Airborne Division (Air Assault), returned to the DATE; the JRTC Operations Group supported CAC SOF collections on the 16-06 leader training program and the actual rotation. These sequential collections focused on SOF-conventional force interdependence, integration, and interoperability. Meanwhile, the JRTC Operations Group has begun its semi-annual trends collection for the first and second quarters of FY16, and CALL is nearly finished with the draft of the 15th in the JRTC DATE series of newsletters.

Lessons Learned Courses

(U) CALL teaches not only the Army Training Requirements and Resources System (ATRRS) Lessons Learned Course, but also a block of instruction in the Knowledge Management Qualification Course and an elective for CGSC.

(U) The CGSC lessons learned elective, A344, is currently being taught to 43 students. The elective addresses the tactical S-3's and XO's roles and responsibilities in the lessons learned process of the operational Army — a process many of the students will support once they graduate this summer.

(U) The elective uses an NTC scenario-driven vignette that guides students to effectively discover, validate, integrate, and assess observations, lessons, and best practices leading to unit effectiveness and mission accomplishment. The primary focus of the course is to provide future S-3s and XOs (and other key personnel) with the skills necessary to effectively collect, analyze, disseminate, and archive observations, lessons, and best practices. Students also gain familiarity and training with JLLIS and the requirements of the newly published AR 11-33, Army Lessons Learned Program.



(U) The CALL “standard” ATRRS Lessons Learned Course is still offered as a five-day course. Remaining FY16 CALL Lessons Learned Course dates are:

- Class 005 – Fort Leavenworth 6-10 JUN 16
- Class 006 – Fort Leavenworth 8-12 AUG 16
- Class 007 – Fort Leavenworth 26-30 SEP 16

(FOUO) Multi-Service and interagency military and civilian personnel may attend the course at no cost. Contractors are welcome to attend, but will incur an associated cost. CALL can also conduct the Lessons Learned Course as a mobile training team at your location. Approval will be based on justification, requesting unit funding, and instructor availability. More information about the course, available dates, and how to register can be found at <https://call2.army.mil/ll-course.aspx>.



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](#)