



CALL INSIDER

3rd QTR, FY21

DIRECTOR'S CORNER

No, you're not seeing things and no, the CALL director is not a civilian position now. As the CALL deputy, I am wearing a couple hats this summer while we wait for the new director to arrive. As you can imagine, we are very engaged during this transition period, with collections ongoing and our work on publications focused on providing you with relevant and timely information from the field. You should be seeing our lessons and observations from recent Warfighter exercises in the coming days (they just missed the deadline for this issue). We are also sending analysts in support of Defender Pacific 21 later this month, conducting exit interviews with Security Force Assistance Brigade leaders, and have planned several engagements with partners/allies over the next few months. You also need to be aware that we are moving our public website from the legacy <https://call.army.mil> to Army CORE (www.us.army.mil/call). You can read more about this change on page 3. We believe this will provide you with a more user-friendly platform. Please let us know if we can improve this experience.



Rich Totleben
Deputy Director

RECENT PUBLICATIONS



21-15: Mission Command Training in Large-Scale Combat Operations: MCTP Key Observations

This bulletin provides a snapshot of the Mission Command Training Program's (MCTP's) recent observations of Army training in a large-scale combat operation (LSCO) environment. These observations were

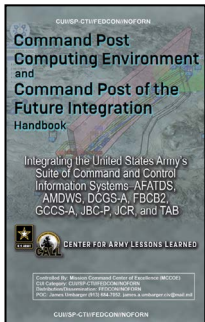
written by a collaborative group of experienced officers, noncommissioned officers, and chief warrant officers working in conjunction with Highly Qualified Expert-Senior Mentors. In an effort to increase the frequency of sharing observations, best practices, and trends, MCTP will continue publishing this handbook on a semi-annual basis and print cargo pocket-sized books for easier reference. [JLLIS link.](#)



21-19: Mastering the Fundamentals

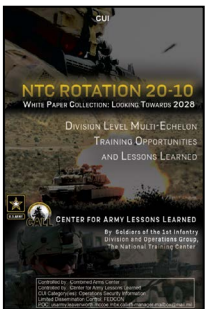
Leaders focusing an organization's energy on a few, simple, achievable tasks create a purpose that directly contributes to the Army's mission. Every effort in the organization begins and ends with that purpose in mind, from care for Soldiers to training, maintenance, and leader-development programs. Operations

Group, National Training Center (NTC), has compiled an armored brigade combat team (ABCT) mission essential task (MET) crosswalk to generate discussion among leaders and better focus efforts within current resource limitations. This crosswalk distills Headquarters, Department of the Army-directed METs for an ABCT into high-payoff battle tasks and notes the common challenges units experience when training these tasks. [JLLIS link.](#)

**Recent CALL Publications, cont.****21-16: Command Post Computing Environment and Command Post of the Future Integration Handbook** (CAC login required)

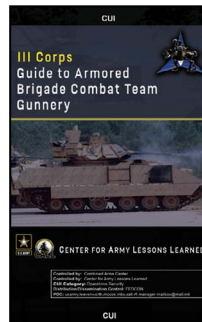
This handbook focuses on the integration of command and control information systems (C2ISs) at the brigade and battalion level. While this is an integration handbook, it also provides information for the most common C2ISs found at all

echelons. Across the Army, units continue to struggle with leveraging the full suite of C2IS. This handbook and the Mission Command Digital Master Gunner (MCDMG) course are training solutions. MCDMG Soldiers facilitate the staff's digital training, integrate the C2IS, and display common data on the Command Post Computing Environment (CPCE) and Command Post of the Future (CPOF). This handbook provides users with step-by-step instructions on how to display command and control information on the CPCE and CPOF workstations. [JLLIS link.](#)

**21-18: NTC Rotation 20-10 White Paper Collection: Division-Level Multi-Echelon Training Opportunities and Lessons Learned** (CAC login required)

The idea that a single "outside the box" rotation (a division-level formation in a live environment) can generate true lessons learned for an entire Army is far-fetched.

The Army cannot make manning, equipping, training, and leader development decisions based solely on a single data point. On the other hand, much of the NTC 20-10 rotation validated observations, academic analysis, and research going on throughout the Army. In some cases, the NTC 20-10 rotation's observations might fuel ongoing debates or create new debates, but a few are worth sharing with the remainder of the Army. Therefore, the 1st Infantry Division and NTC consider the topics addressed in this publication as noteworthy for the Army as it moves toward 2028 and beyond. Generally, these observations fall into one of three major categories: misconceptions about the future operating environment, understanding the challenges of current formations to operate in that environment, and second- and third-order effects of current, perceived solutions. [JLLIS link.](#)

**21-17: III Corps Guide to Armored Brigade Combat Team Gunnery** (CAC login required)

The design of this publication is to assist company, troop, squadron, and battalion leaders in how to use gunnery as a means to increase crew lethality in combat. It provides a guide for how to deliberately prepare, plan, and execute critical training events that build a unit's ability to shoot, move, and communicate.

This handbook incorporates tips and lessons to maximize training value. Soldiers are encouraged to read this handbook to further professional development on armored platform lethality. [JLLIS link.](#)

Arctic Gap Quick-Look Report (CAC login required)

This CALL quick-look report informs Army senior leaders of the most critical Arctic capability gaps. A CALL collection and analysis team observed 4th Brigade Combat Team (Airborne), 25th Infantry Division, as they participated in Arctic Warrior 21 (AW 21) from 8-12 February 2021. Collection teams were located at Joint Base Elmendorf-Richardson, Fort Wainwright, and the Donnelly Training Area (DTA). Fort Wainwright and JBER team members conducted key leader interviews with members of U.S. Army Alaska and the brigade. Collection efforts at DTA focused on direct and indirect observations of exercise AW 21. [JLLIS link.](#)

Defender Pacific 20 Final Report (CAC login required)

The Defender series of exercises, executed in Europe and the Pacific, alternate yearly in scope and priority. In 2020, the Pacific was not the Headquarters, Department of the Army, priority of effort, but the overall purpose and objectives remained the same. This collection effort delivered a report destined to improve the Army's deployment enterprise, and provides insights and recommendations regarding deployment readiness and movement planning in a crisis representative of a LSCO. [JLLIS link.](#)

GTA 50-3-001 Emission Control Planning Aid (CAC login required)

This graphic training aid (GTA) serves as a guide for commanders and communications and electromagnetic warfare planners to establish procedures for controlling their unit's electromagnetic signature during operations against enemies using the electromagnetic spectrum to target friendly command, control, and communications. The Mission Command Center of Excellence Directorate of Training, in coordination with the Cyber Center of Excellence and the NTC, developed this GTA to support an emission control-level technique developed at the NTC. [JLLIS link.](#)



ARTICLES AND NEWS FROM THE FRONT/CTC

[Observer and Communication Planning: Critical for the Information Collection/Fires Rehearsal, Crucial for the Synchronization of Fires with Maneuver](#) (CAC login required)

[Integrating Multinational Forces at the BCT Level](#) (CAC login required)

[Afghan Local Police — Lessons In Drawing Down a Security Force Assistance Mission](#) (CAC login required)

[Synergizing Capabilities in Competition](#) (CAC login required)

[Consolidating Gains With The Total Package Approach](#) (CAC login required)

[News From the Front: “Nunca Camino Solo”: Security Force Assistance Operations in the Competition Phase](#)

[Thoughts on PC20: Project Convergence History and Way Forward](#) (CAC login required)

[Role 2 Set-Up in Garrison Operations for COVID-19 Response](#) (CAC login required)

[Military Assisted Departure/Noncombatant Evacuation Operations — United States Army Africa Prepares for MAD/NEO in Africa During Global Coronavirus Pandemic](#) (CAC login required)

BEST PRACTICE SUBMISSIONS

[Relevant, Readable, and Accessible SOPs: A Guide to Updating Battalion TACSOPs](#) (CAC login required)

[The Division Deep Area Command Post: A Recommended TTP](#) (CAC login required)

[Improving Mobility, Survivability and Modularity in a Brigade Support Medical Company](#) (CAC login required)

[NHARNG Non-Tactical Convoy Commander's Guide](#) (CAC login required)

CALL Public Website is moving!



ABOUT US

How CALL Drives Army Change

CALL drives Army change through leading the Army Lessons Learned Program (ALLP) and delivering timely and relevant information to resolve gaps, enhance readiness, and inform modernization. To accomplish this CALL executes the Army Annual Plan collecting, analyzing, disseminating, integrating, and archiving lessons learned from tactical to theater/strategic levels. CALL researches root-cause analysis, defines trends/themes, coordinates with the lessons learned community of interest, and initiates product development. CALL's multimedia-based products are disseminated through a variety of print and electronic formats, with the web-based JLOB serving as the central repository. As emerging issues are discovered, CALL incorporates those into the Army Lessons Learned Forum, to facilitate continuous development, improvement, and adaptation of material and non-material solutions across the DOTMLPFP spectrum. CALL modernization, and interoperability activities support wider services, international, and interagency bilateral staff talks, mil-to-mil engagements, and agreed-to-actions. This holistic approach to lessons learned drives Army change and fosters Army readiness.

CALL has a legacy URL (<https://call.army.mil>) that redirects to a more lengthy URL (<https://usacac.army.mil/organizations/mccoe/call>). Effective 8 July 2021, users will no longer be redirected if using that address. To make this transition easier, we are moving our public content to the U.S. Army CORE site. The CORE site provides several advantages including a mobile-friendly platform and a user-friendly new URL: <https://www.army.mil/call>. Please update the bookmarks in your browsers and pass the word!



JOINT READINESS TRAINING CENTER



In an effort to reverse some of the historical trends seen at the brigade combat team (BCT) level, the staff at the Joint Readiness Training Center (JRTC) worked tirelessly to put together several projects designed to assist units in their preparation for a successful rotation at any combat training center (CTC) and increase overall unit readiness.

BCTs in the decisive action training environment at JRTC: ...

- Struggle to pull security at echelon.
- Struggle with syncing warfighting functions (WfF) or conducting sustainment operations. due to lack of home-station communications training.
- Are challenged to employ and synchronize the full effects of BCT combat power due to ineffective time management.
- Struggle to synchronize detailed planning in a 21st century, decisive action, contested environment.
- Do not have the right balance of agility and survivability with space for functionality for command and control (C2) systems (command posts) to execute proper command post functions.
- Struggle to define and maintain the common operational picture (COP) and to maintain this COP in both analog and digital form.
- Are challenged to employ reconnaissance and security forces with appropriate and clear task and purpose, based on doctrine, to enable friendly forces and limit enemy options.
- Struggle to effectively plan, coordinate, and employ fires with the mass or responsiveness required to achieve desired effects.
- Allow junior leaders to not carry maps with graphics (target, target reference points, etc.).
- Struggle to synchronize sustainment with maneuver and evacuate casualties.

The Commander, Operations Group's Keys to Success for Field Grade Officers:

1. Be a Team Player
 - A BCT is run on the "major mafia." How tightly interconnected this group is will determine how strong the BCT is.
 - It is mildly important how good you are in your specific job. It is extremely important how good you make the BCT.
2. Be a Problem Solver
 - Your days of bringing problems to other people are over. You are the person people bring problems to.
 - Don't become known as the problem identifier. It will not work out well.
3. Be a Future Commander
 - You are not the commander, but think about what you would do if you were. Just don't say it unless asked.
 - Work on your presence and delivery. This often separates great commanders from great majors.
4. Be a Mentor for Company Commanders
 - Be a big brother or sister for them to come bounce ideas off of before addressing the commander.
 - Always ensure you and the commander are in sync and think alike first.
 - Give advice on UCMJ issues that the commander may not be legally allowed to provide.

Body Armor: A Commander's Tool for Risk Mitigation (CAC login required)

Body Armor - A Commander's Tool for Risk Mitigation is a white paper written by one of the JRTC infantry observer coach/trainer (OC/T) task forces.

The paper focuses on the successful employment of body armor on the modern battlefield: When the lack thereof was effective, when it severely inhibited Soldiers' ability to move at the pace of their adversaries, and when it should have been employed but wasn't.

CGSC Lessons Learned Elective: CTC COG's Forum (CAC login required)**SFAB Best Practices and TTP** (CAC login required)

The purpose of this product is to focus on helping SFABs become better units, as well as give a general overview to non-advisor units on the role of the SFAB. It is a snapshot example comprised of several after actions reports and trends seen from multiple rotations.

It covers a wide variety of topics including, but not limited to, an overview, duties and responsibilities, WfF roles, C2 operations, cyber electromagnetic activities, and best practices.

**JOINT MULTINATIONAL READINESS CENTER**

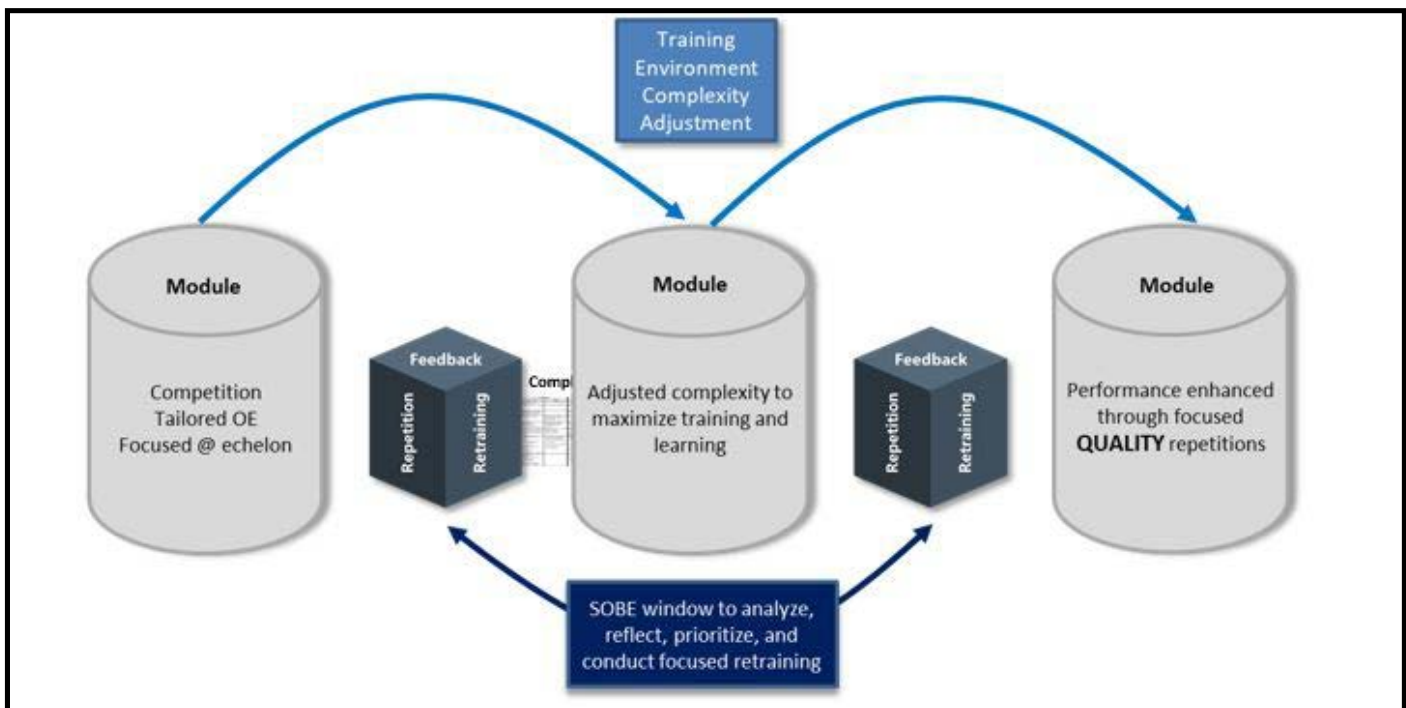
The Joint Multinational Readiness Center (JMRC) has implemented an improved rotational design referred to as “Competition, Repetition, and Retraining” (CR2) in an effort to increase rotational training units’ proficiency. CR2 applies training repetitions at every echelon, while simultaneously reinforcing the importance of doctrine-based fundamentals. JMRC uses CR2 to deliver tailored brigade and battalion training to progressively challenge rotational training units in both timing and complexity resulting in a steady increase in their training proficiency.

Competition. Competition provides the rotational training unit sufficient resources and an opportunity to win. An objective, pre-determined correlation of forces is provided by battle period and the training environment is not adjusted in order to keep the unit in an optimal learning frame. JMRC OCTs closely monitor the environment to maintain realistic effects and training rigor.

Repetition. Repetition focuses on quality duplication of processes that include operations, doctrine, integrating functions, and warfighting fundamentals. Repetition feeds into retraining.

Retraining. Retraining begins with precise feedback after each iteration in the repetition phase. Retraining is implemented through subsequent iterations. Subsequent iterations are conducted in such a way as to allow the unit to overcome challenges identified in previous training iterations.

Acknowledging that CR2 is a newer concept, JMRC seeks feedback from the training units to revise and refine internal CR2 processes and mechanisms. A recent unit’s brigade commander stated, “CR2 provides better and more quality repetitions, no negative repetitions...rotational design feels like unconstrained open phasing the entire time.” Given the positive feedback, JMRC will press forward with the CR2 rotational design and “Train to Win” in today’s multi-domain environment.





NATIONAL TRAINING CENTER

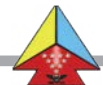


The NTC is going through its summer transition of personnel. This includes the change of command between MG David Lesperance (outgoing) and BG Curtis Taylor. The commander of Operations Group, COL Michael Simmering (outgoing) has also changed command with COL Chad Chalfont. During their tenure, CALL published several NTC publications. The most recent being "Rotation 20-10" and "Mastering the Fundamentals" which are now available to order through the CALL website. The team wishes the best of luck to the outgoing leadership and looks forward to working with the new leadership.

NTC will have a very unique training opportunity in the near future. An infantry brigade combat team (IBCT) will be conducting an NTC rotation. This will be, perhaps, the first IBCT to ever conduct a training rotation at Fort Irwin. Although IBCTs have, and continue to conduct rotations at other combat training centers (CTCs), this will be unique, as this IBCT will be fighting an armored opposing force in the unique open space of the Mojave Desert. There should be some very good lessons coming from this rotation.

A couple of other publications on the horizon from the NTC include "Sustainment in Large Scale Combat Operations" and "Continuous Reconnaissance through the Principles of Mission Command." "Sustainment in Large Scale Combat Operations" will be an update to CALL publication 18-10, "Brigade Sustainment in Decisive Action Operations," giving a great outline of the sustainment process with lessons and best practices. Likewise, the "Continuous Reconnaissance through the Principles of Mission Command" will consist of a white paper on cavalry operations with links that lead the reader to a host of cavalry leader professional development guides, standard operating procedures, and handbooks. Both of these publications will be a great addition to the NTC resources.

MISSION COMMAND TRAINING PROGRAM



This quarter, MCTP published the fiscal year (FY) 21.1 MCTP Key Observations Bulletin and is currently working on the subsequent FY21.2 bulletin, which should be available in October. These bulletins highlight the most recent observations and trends, discussing persistent challenges and best practices at the brigade, division, and corps echelons.

MCTP completed WFX 21-4 in April. WFX 21-4 was a multinational effort, including units from the United Kingdom (UK) and France, alongside the 1st Armored Division (1AD) under the direction of the U.S. Army III Corps. As part of this effort, CALL provided a robust collection team with support of the Centers of Excellence to produce a multinational interoperability collection report. The CALL WFX 21-4 Fort Bliss Post Exercise Report (CAC required) is also available, providing both division-level observations from the exercise and highlights of an interview with the UK brigade commander training with 1AD.

Additionally, MCTP completed WFX 21-5 in June at Camp Atterbury, IN, for the 35th Infantry Division. The CALL WFX 21-5 Post Exercise Report (CAC required) is available on the Joint Lessons Learned Information system.



U.S. ARMY SOUTH

Lessons Learned Seminar with Guatemalan Army



In support of the U.S. Army's International Security Cooperation Program and a U.S. Army South request supporting an Army-to-Army Agreed-to-Action, CALL conducted a virtual Lessons Learned Program Development Seminar with the Guatemalan Army (GTMAR). U.S. Army South at Fort Sam Houston, TX, hosted this exchange on 13-14 May 2021. The GTMAR deputy director of the Theater Management Center, National Defense Staff Operations Directorate, Col. Andres Ismalej Chen, led the partner-nation participation, along with three other directors across National Defense Staff Operations and Doctrine and Technology. CALL presentations on the Army Lessons Learned Program exposed attendees to processes and procedures used across the

U.S. Army. Facilitated discussions focused on how the program may apply and benefit the GTMAR. The CALL seminar is a proven low-cost/high-impact method to build trust and strengthen partnerships resulting in enhanced interoperability and readiness. It is also an excellent venue to share lessons and best practices between armies, including most recently on COVID-19 pandemic and hurricane response. The GTMAR is committed to Army-wide modernization including establishing their own lessons learned center. The next scheduled event between CALL and GTMAR will be in mid-July 2021.

JFLCC ROC Drill



The CALL military analyst (forward) at Fort Sam Houston attended the U.S. Army South-hosted Joint Force Land Component Command (JFLCC) rehearsal of concept (ROC) drill at the Army Medical Department (AMEDD) ROC drill facility on 14 April 2021. The purpose of the event was to align and synchronize the fiscal year (FY) 22 JFLCC campaign order (JCO) across the staff and with U.S. Southern Command components. The methodology

uncoiled and rehearsed the U.S. Army South Commander's selected priority operations and activities. The goal was to determine any potential planning gaps and to identify where additional joint integration could occur across time, space, and purpose. The U.S. Army South JFLCC will use lessons from the ROC drill to refine and update JCO decision points and to assess FY22 desired outcomes. In the future, plans include making this an annual event.

SOCIAL MEDIA

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