



CALL INSIDER

4th QTR, FY21



## “Army 21: Brigade Combat Teams” gets an upgrade; corps and division operations in development

Army leaders looking for a way to visualize and understand doctrine fundamentals at the brigade, division and corps levels of command will soon be able to access “Army 22 How We Fight” (AR22 HWF), an updated product from CALL. AR22 HWF is a web-based, interactive learning tool that uses instructional technologies to organize and animate content from a European large-scale combat operation (LSCO) scenario.

CALL launched a brigade-centric version of this website, called “Army 21 Brigade Combat Teams” (AR21 BCT), in fall 2020. Over the past year, AR21 BCT moved to a more secure, cloud-based platform and is currently available at <https://hwf.army.mil> (Common Access Card [CAC] required). Concurrently, the development team has been working to release the expanded AR22 HWF in late fall 2021. AR22 HWF builds on the original BCT concept, with the addition of learning objectives at the division and corps levels. These objectives include both organizational and operational aspects that range from unit locations and capabilities to division/corps activities during major events executed during LSCO.

CALL Director COL Scott Mueller sees this enhanced product as an essential tool for developing leaders, especially those at the company and battalion levels. “Today’s leaders need to understand doctrinal principles and be able to visualize those concepts on the battlefield,” he said. “Professional military education, combat training center rotations and unit-level training events all contribute to an individual’s knowledge and skill. AR22 HWF brings together aspects of all these experiences into a widely accessible self-development platform.”

Authoritative sources underpin all the information within AR22 HWF, and subject matter experts from across the



Combined Arms Center and the Centers of Excellence (CoEs) are contributing to this effort. The tool uses the Mission Command Training Program-developed European LSCO scenario, and doctrine writers from the Combined Arms Doctrine Directorate write and review content to ensure the end products are foundationally sound.

The scenario provides the user with details on seven critical events: deployment; Joint reception, staging, onward movement and integration; shaping operations; wet-gap crossing; forward passage of lines; division attack; and transition to the defense.

The team at CALL is encouraging users to provide feedback on the current BCT platform to improve current products as well as future versions. Currently, the plan is to release an update annually.

“Army 22 How We Fight will adapt to meet the needs of the force,” said Mueller. “Future iterations may include more warfighting function-specific information developed by the CoEs. Like any other educational product, it will evolve, improve and grow.”



## DIRECTOR'S CORNER



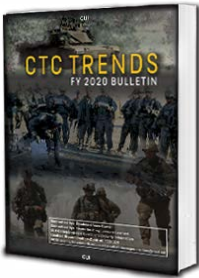
**COL Scott W. Mueller**  
CALL Director

"subscribe" in the lower right-hand corner. We know that

This is the first CALL Insider newsletter published since I came on board as director in July, and I'm pleased to give it an updated look that better reflects our LSCO focus. As we move forward, you can expect to see more great content here and in our monthly emails. If you are not receiving our "New Products from CALL" emails and this newsletter, I encourage you to visit our [CAC-enabled site](#) (CAC required) and hit

some users who were subscribed under the old Army Knowledge Online addresses (name@us.army.mil) are no longer receiving those forwarded emails under Army 365. Don't miss out! Double check your subscription status today. Or you can always contact our request for information team for assistance with this or other lessons learned-related questions. Finally, I hope you take a few minutes to read our front page story on the new ["Army 22 How We Fight"](#) platform that will be debuting later this fall. We started with a useful brigade model and have built on that to encompass corps and division operations in a visually engaging, interactive format. Visit the current brigade site, provide us with your feedback, share with your teams, and stay tuned for the roll out of the new site in the coming weeks.

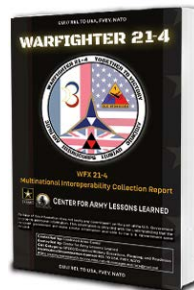
## RECENT PUBLICATIONS



### [21-20: CTC Trends](#) (CAC login required)

This bulletin identifies trends for fiscal year 2020 across the combat training centers (CTCs) based on observations from observer coach/trainers (OC/Ts) and CALL collection and analysis teams with support from various Army centers of excellence. This bulletin provides valuable information to units developing and executing home-station training for deployment to a CTC or

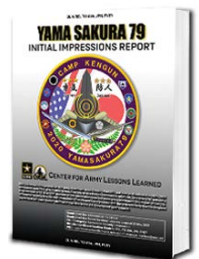
an operational environment. Each chapter includes recommendations for units to execute identified tasks successfully and provides a reference for emphasis in home-station training plans. Additionally, identifying and analyzing trends gives doctrine writers, training developers, and other Army problem solvers successful techniques and identifies gaps in capability for doctrine, organization, training, materiel, leadership and education, personnel, and facilities solutions. [JLLIS link](#).



### [21-630: Warfighter 21-4 Multinational Interoperability Collection Report](#) (CAC login required)

The Army designed Warfighter 21-4 as a multinational exercise that included two multinational partners, the 3rd United Kingdom Division (3UK) and the French 3rd Armored Division (3FR). It provided a multi-partner environment to observe and evaluate the

three dimensions of interoperability. The strategic key lesson for enabling coalition coordination, planning, and execution remains the requirement for a persistent secret releasable (S//REL) network accessible to U.S. and partners. Additionally, leaders identified interoperability gaps within the human, technical, and procedural domains across all warfighting functions (WfFs). More importantly, the exercise demonstrated that each nation learned how to execute operations together more coherently, effectively, and efficiently. [JLLIS link](#).



### [21-634: Yama Sakura 79](#) (CAC login required)

This CALL initial impressions report provides insights, lessons, and best practices from the Yama Sakura 79 exercise, conducted from 8 to 13 December 2020. Yama Sakura 79 continued the annual U.S. Army-Japan bilateral exercise series with the Japan Ground Self-Defense Force. [JLLIS link](#).



### [21-646: Army Special Operations Forces in Multi-Domain Operations](#)

The Army special operations forces (ARSOF) are a vital component of multi-domain operations. This catalog provides a detailed list of SOF products and resources useful for learning to defeat great power enemies and their warfighting systems. [JLLIS link](#).

## RECENT PUBLICATIONS, cont.

### Warfighter Exercise (WFX) Post Exercise Reports (CAC login required)

During these 10-day command post exercises, a CALL Collection and Analysis Team (CAAT) identified challenges, issues, gaps, and effective techniques/practices in planning and executing multi-domain, LSCO at the division level.

- [WFX 21-3](#). Two U.S. divisions.
- [WFX 21-4](#). One U.S. corps, one U.S. division, one United Kingdom (UK) division, and one French division .
- [WFX 21-5](#). One U.S. division.

### 21-606: Casualty Operations for Special Operations During Large-Scale Combat Operations (CAC login required)

This paper illustrates the challenges associated with casualty care for SOF in LSCO and clearly defines the role of the Religious Support (RS) Team in ensuring proper honor of the fallen and adequate care for the unit and family. It addresses temporary interment, isolated interment, hasty burial, family notification, and recovery of remains through disinterment. [JLLIS link](#).

### 21-607: Deep Operations Reference Catalog (CAC login required)

During WFXs and other exercises, corps and divisions struggle to conduct effective deep operations, consequently putting close operations at risk. This guide addresses recurring issues staffs demonstrate when planning, executing, and assessing deep operations enemies and their warfighting systems.

### 21-610: Operationalizing Risk Management for Divisions and Corps (CAC login required)

This Mission Command Training Program (MCTP) article describes "a way" to determine risk for division and corps-level operations, informing the commander's friendly forces information requirements and operationalizing the risk management process. [JLLIS link](#).

### 21-652: SOF-CF Interoperability in Large-Scale Combat Operations

This article looks at WFX observations about SOF-CF interoperability and highlights unit trends, challenges, and best practices during large-scale combat operations. This article also addresses unresolved issues and gaps that continue to challenge units. [JLLIS link](#).

### 21-627: National Guard Support to State-Wide COVID-19 Vaccination and Collection Sites (CAC login required)

As a result of the declared pandemic, the Armed Services of the United States were called in to support this declared emergency. The National Guard of all 50 states, territories, and the District of Columbia participated in these support operations. These operations varied from state to state throughout the first year; however, as the pandemic evolved, so did the support. Once vaccines became available, the Guard once again supported the states' vaccine distribution sites. This document outlines several states' lessons learned and best practices pertaining to that support. [JLLIS link](#).

### 21-632: Special Operations Forces and Conventional Forces (SOF/CF) Interdependence, Interoperability and Integration (CAC login required)

This catalog provides references with examples of lessons and best practices to enhance the reader's understanding of interdependence, interoperability, and integration of SOF-CF on the battlefield. [JLLIS link](#).

### 21-651: Security Force Assistance Honduras Advisor Summary, Vol. 1 (CAC login required)

This volume provides security force assistance operations in the competition phase observations, lessons, and best practices on 5th Battalion, 1st Security Force Assistance Brigade employment supporting U.S. Army South in Honduras. [JLLIS link](#).

### 21-655: Nagorno-Karabakh 2020 Conflict Catalog (CAC login required)

On 27 September 2020, the dispute between Azerbaijan and Armenia over the Nagorno-Karabakh region, known as Artsakh in Armenia, erupted into full-scale war when Azerbaijan initiated offensive operations. This publication is a catalog of open-source articles on lessons from the 2020 conflict in Nagorno-Karabakh between Armenia and Azerbaijan. [JLLIS link](#).

## BEST PRACTICE SUBMISSIONS

[Defense and Sustainment Operations for a Brigade Command Post: Tactics, Techniques, and Procedures for a BDE CP](#) (CAC login required)

[Operationalizing Maintenance through Assembly Area Operations: A Battalion's Lessons Learned](#) (CAC login required)





## NATIONAL TRAINING CENTER

The National Training Center (NTC) had some great rotations in the past few months. In particular, Rotation 21-08.5 was a rare NTC rotation that trained an infantry brigade combat team (IBCT) at the NTC. The terrain and resources at the NTC tests the IBCT in harsh conditions, at distance, and across all warfighting functions. The IBCT was able to meet its training objectives with similar levels of training risk experienced by armored BCT (ABCT) and Stryker BCTs. Also, Rotation 21-10 with the 1st Brigade, 1st Armored Division (AD) "Ready First" ABCT trained with 150 Republic of Korea Army (ROKA) Soldiers, displaying interoperability with a great international partner.

One of the main efforts at the NTC is to capture lessons and best practices from rotations and communicate them to the larger force. One of the popular ways the NTC communicates with the force is via podcasts. The senior sustainment trainers (Goldminers) released new podcast episodes consisting of interviews with the commander and

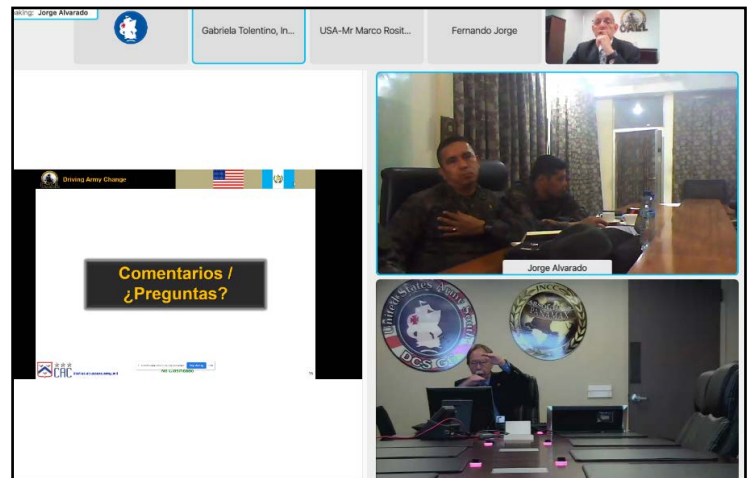
command sergeant major of a brigade support battalion upon completion of a recent NTC rotation. These episodes and others can be found through their podcast titled, "The Dirt Logistician." Also, the senior fires trainers (Wolf) just released an episode titled, "Targeting at the BCT." This podcast and others can be found in the "King of Battle" podcast library from the U.S. Field Artillery Association.

The NTC is looking for talent across all warfighting functions to come train the force to win in LSCO. It is imperative that OC/Ts are the best in their profession to help in this mission. These positions are also rewarding personally and professionally. Not only are OC/Ts able to train and learn from multiple BCTs across the force in monthly brigade-level, force-on-force and live-fire exercises, but Fort Irwin is also located in a noteworthy location between Las Vegas and Los Angeles. There are countless recreational opportunities for Soldiers and their families. If interested in serving at the NTC, preference Operations Group at the NTC in the AIM2 marketplace.

## GUATEMALAN ARMY LESSONS LEARNED PROGRAM EXCHANGE

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) hosted by U.S. Army South at Fort Sam Houston, TX, on 15-16 July 2021. Per the request of the GTMAR, the exchange was a follow-on event from a seminar conducted in May 2021. Leading the partner nation delegation was the GTMAR Plans Department Director, Col. Jose Alvarado. Other attendees included Col. Marvin Mendoza, Training Department Director; Col. Ismalej Chen, Theater Management Center Deputy Director; Col. Miguel Perez, National Defense Staff Operations Deputy Director; Col. Christian Paredes, Commander, 6th Infantry Brigade; and Lt Col. Oduber Ruiz, Operations Officer, Airborne Brigade.

During the two-day event, CALL provided presentations and facilitated discussion on the U.S. Army Lessons Learned Program's processes and procedures and how it may apply to and benefit the GTMAR. CALL seminars are 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 operations. The GTMAR provided



Top right: Mr. Jeff Baker, CALL Analyst at Fort Leavenworth  
Middle right quad: (left) Col. Jorge Alvarado, Plans Department Director, (right) Col. Marvin Mendoza, Training Department Director in Guatemala  
Bottom right quad: Mr. Keith Warman, CALL LNO at Fort Sam Houston

a presentation on its after action review process used at a recent airborne training event. The GTMAR is committed to army-wide modernization including establishing a future lessons learned center. The next scheduled event will be in 2022 where two CALL analysts will conduct an exchange in Guatemala City, Guatemala.



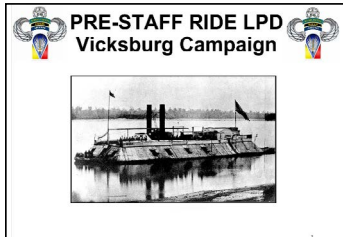
## JOINT READINESS TRAINING CENTER

The Joint Readiness Training Center (JRTC) provides relevant, rigorous, multi-echelon training to BCTs in preparation for LSCO on the decisive action battlefield against a near-peer threat with multi-domain capabilities while maintaining interoperability with unified action partners.

In an effort to reverse some of the historical trends seen at the BCT level, the staff at the JRTC put together several projects designed to assist units in their preparation for a successful rotation at any CTC and increase overall unit readiness.

### VICKSBURG LPD and STAFF RIDE

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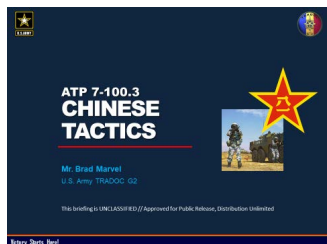


The JRTC team decided to look into the past in order to better prepare for the future by examining the Vicksburg campaign, as well as the siege of Vicksburg. By studying the Vicksburg campaign and visiting the places where it took

shape, leaders should gain a greater appreciation for the operational art. While primarily focusing on the operational art, it is important to discuss the overall strategic setting as well as explore several of the key battles and tactics employed to provide context for the evolving campaign. There is real value for modern leaders in conducting staff rides as they expand leader intellectual capacity, relate military history to contemporary issues, and increase unit cohesion by sharing in the collective experience.

### THREAT LPD: CHINESE TACTICS

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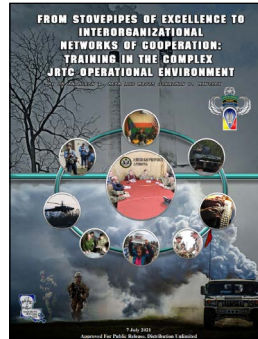


As part of a continued focus on improvement, JRTC conducted its second threat leader professional development on China. TRADOC G-2's Mr. Brad Marvel from the Operational Environment and Threat Analysis team discussed the modern Chinese military force structure and the tactics applied through China's modernization efforts. Topics include the modernization program, overall employment methodology, a general overview of the New Chinese Grand Strategy, and the challenges that the People's Liberation Army (PLA) must overcome,

and a look at the similarities and differences between the PLA and U.S. forces. The video of the seminar, associated slide-deck, and graphic training aid are available on MilSuite at the link above.

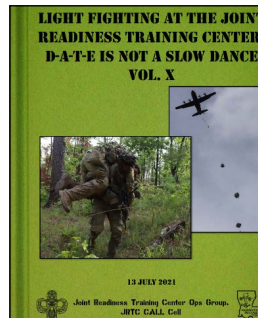
### Awaiting publication:

## FROM STOVEPIPES OF EXCELLENCE TO INTERORGANIZATIONAL NETWORKS OF COOPERATION: TRAINING IN THE COMPLEX JRTC OPERATIONAL ENVIRONMENT



Written by the JRTC interagency and nonlethal team, this white paper highlights that in addition to the crucible experience that focuses on BCT preparation for LSCO, the JRTC scenario trains leaders to develop and leverage interorganizational networks of cooperation to achieve tactical and operational objectives while providing Soldiers across the BCT

with opportunities to work with diverse unified action partners.



## LIGHT FIGHTING AT THE JRTC, VOL. X:

JRTC is also publishing its latest edition of "Light Fighting at the Joint Readiness Training Center: DATE is Not a Slow Dance, Volume X." The journal has 10 articles written over the nine months focused on getting BCTs to succeed during decisive action,

with several of the articles based on observations presented to the Forces Command commander and the Fort Polk commanding general. Additionally, one of the articles was written by elements of a previous rotational training unit on their experiences at the JRTC as it pertains to maintenance planning.

Be on the lookout for upcoming projects as the JRTC commander, Operations Group, has reinvigorated the JRTC engagement program!



## MISSION COMMAND TRAINING PROGRAM

On 23 July 2021, MCTP welcomed its new commander, COL Bryan Babich. Additionally, the organization has been focused on upcoming FY22 WFXs. As part of these efforts, MCTP completed academic weeks for units preparing for WFX 22-1. It also conducted its OC/T Academy and Senior Mentor Symposium. Most recently, MCTP conducted WFX 22-1 in Grafenwoehr, Germany, and Fort Riley, Kansas; WFX 22-2 will follow in the Republic of Korea. MCTP intends to publish its next Key Observations Bulletin in the 2nd quarter of fiscal year 22.

## U.S. Army South, Operation Alamo Shield Mission Prep II for 1st SFAB

The CALL military analyst (forward) at Joint Base San Antonio/Fort Sam Houston, TX, and a military analyst from CALL at Fort Leavenworth attended the United States Army South (USARSOUTH) Operation Alamo Shield Mission Prep II, from 31 August–1 September 2021, at Fort Sam Houston, TX. This was the second iteration of this training, following a session held in February 2021. The purpose was to conduct predeployment training and facilitate collaboration between the USARSOUTH staff and multiple security force assistance (SFA) teams from the 1st Security Force Assistance Brigade (1st SFAB) deploying to Colombia, Honduras, and Panama. USARSOUTH serves as the higher headquarters for deployed SFA teams conducting training and advising missions with select partner nations in the U.S. Southern Command area of responsibility. SFA teams build U.S. Army readiness by conducting expeditionary deployment and training on SFA mission essential tasks. To prepare the SFA teams, USARSOUTH staff provided a composite operational



Leaders from 2nd Battalion, 1st Security Force Assistance Brigade (left), listen to MG William L. Thigpen (right) the USARSOUTH Commanding General, during Operation Alamo Shield Mission Prep II at USARSOUTH Headquarters on 1 SEP 2021 (U.S. Army photo by Rochelle Naus, USARSOUTH Public Affairs)

overview and threat update, along with presentations on force protection, authorities/funding, required reports/procedures, communications, sustainment, and specific diplomatic information on each of the three countries. The next session is scheduled for December 2021 at Fort Sam Houston.

## CONNECT WITH CALL



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