



CALL INSIDER

1st QTR, FY22



## Army Lessons Learned Program Highlights

The **Army Lessons Learned Program (ALLP)** provides a responsive system for the knowledge gained from training and operations to be collected, analyzed, validated, recorded and shared. In doing so, the entire force, institutional and operational, can learn from previous lessons and adapt for the future. All Army organizations participate in the ALLP through internal reviews of what they have learned and by sharing that information with the Army. CALL, organized under the Combined Arms Center-Training, is responsible for implementing the ALLP. This work would not be possible without support and collaboration with other organizations across the Army. This quarter, the ALLP branch would like to highlight the ongoing work and initiatives of two of those organizations.

**Combined Arms Support Command (CASCOM)**  
CASCOM integrates products to alleviate specific needs and gaps. It leverages technology, innovative techniques, and immersive experiences to provide credible, relevant, and on-demand products to support training domains and Service components.

The **Training Technology Division** produces interactive multimedia instruction products. Moderate-level products include training content for digital platforms (professional military education and functional courses); E-learning products (interactive videos and 2D/3D animations); digital products available to the operational force at the point of need (self-development); and website and graphic design. Complex-level products include 3D models and virtual simulations to support hands-on/technical training (such as in Advanced Individual Training); develop virtual reality and augmented reality applications; enhanced digital products readily available to the operational force at the point-of-need; and serious game programming (interactive mobile/touchscreen development).

For more information visit the [Army Sustainment Resource Portal \(ASRP\)](#); or the CASCOM Training Technology Division on [Facebook](#), [Twitter](#), and [Instagram](#).

### **Mission Command Center of Excellence (MCCoE) - Unified Action Partner (UAP) Interoperability Branch**

The MCCoE UAP Interoperability Branch manages and administers the Army Interoperability Measurement System (AIMS) for the Combined Arms Center (CAC) as the force modernization proponent for UAP interoperability. AIMS is a PC-based Excel tool designed to support U.S. Army multinational interoperability objectives and planning. AIMS is an objective and quantitative application designed to measure interoperability levels by priority focus areas (PFAs) as defined in AR 34-1, *Interoperability*, between the U.S. and a specific partner

cont.

**CALL** Upcoming Events

CALL will host the FY23 Army Lessons Learned Synchronization Workshop (ALLSW) from 22-24 March 2022, virtually, using A365 Microsoft Teams. The workshop synchronizes and prioritizes Army lessons learned collection efforts for the next fiscal year, provides an opportunity for participants to collaborate on professional topics, and enhances the Army Lessons Learned Program. Participants are asked to register in advance on the [CALL Sharepoint site](#) (CAC required). Access to this site requires approval. To find out more about the workshop please call our ALLP Branch at 913-684-9529/3575.



## CALL INSIDER

ALLP Highlights, cont.

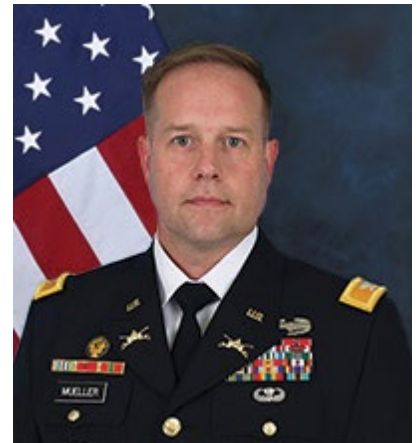
(or multiple partners). AIMS consists of four components: 1) Quantitative measurements (question sets for each PFA); 2) Qualitative observations (formatted as topic, observation title, discussion, and recommendation); 3) Fusion engine (semi-automated process with human in the loop to fuse quantitative and qualitative data); and 4) Output validation (an exploitation panel that reviews measurement reports to ensure accuracy/completeness of findings and recommendations).

UAP Interoperability Branch executes AIMS for brigade level and above multinational interoperability events (exercises and assessments) upon request from an event sponsor, such as the Mission Command Training Program (MCTP), Joint Modernization Command, Army Service component command, or as directed by Headquarters, Department of the Army. AIMS execution is conducted in five phases

(pre-event planning, collection, fusion/analysis, results adjudication, and post-event exploitation) and requires support requirements like temporary duty funding, observers, etc., from the event sponsor. AIMS outputs (reports, records of measurements, and exploitation panel slides) aid/inform future event planning; Army Staff Talks five-year plans/Agreed-to-Actions; multilateral standards; statements of requirements; reports, and initiatives; and U.S. Army doctrine, organization, training, materiel, leadership and education, personnel, and facilities-policy (DOTMLPF-P) capabilities required to mitigate or meet multinational interoperability gaps. Due to resourcing and personnel shortages, UAP Interoperability Branch is only able to support a limited number of exercises during FYs 22 and 23. For more information email [MCCOE-UAP\\_Interoperability@army.mil](mailto:MCCOE-UAP_Interoperability@army.mil)

## DIRECTOR'S CORNER

Welcome 2022! The CALL team accomplished a great deal last year, but the challenges of 2020 and 2021 have made most of us look forward to the fresh start that a new year provides. All indications point to 2022 keeping us busier than ever. This month, we lead off our activities by hosting the quarterly Army Lessons Learned Forum General Officer Steering Committee (ALLF-GOSC). The ALLF GOSC provides the Army with a venue for senior leaders to share information, discuss issues, and make resource allocation decisions. January's topics include lessons learned from Warfighter 22-1, the Multi-Domain Task Force, and Operation Allies Welcome, as well as a briefing on the new Digital Job Book from Combined Arms Center-Training. Our annual Army Lessons Learned Synchronization Workshop will convene in March, giving members of the Army and joint lessons learned community an opportunity to integrate, synchronize, and prioritize topics, products, and collection events for the upcoming year. See the call-out box on page 1 for more information if you are interested in participating. On the topic of collection activities, we are planning our support to a Joint Pacific Multinational Readiness Center-led exercise this spring, and also focusing efforts on Global Defender 22. Global Defender is the premier U.S. Army modernization series of continental U.S.-based exercises and experiments. CALL analysts, as well as other subject matter experts from the Combined Arms Center and the Centers of Excellence, will be on-hand during both phases of Global Defender to make observations and collect best practices. This work will then, in turn, be shared with the force. To stay up to date on what we are publishing, subscribe to our monthly update at <https://call2.army.mil> (CAC required) or follow us on [Facebook](#) and [Twitter](#).



COL Scott W. Mueller  
CALL Director

## BEST PRACTICE

[Dedicated Aerial Forward Observers: How a Fundamental Shift in Allocating Unmanned Aerial Systems can Increase the Sensor-to-Shooter Lethality of Corps, Division, and Brigade-Level Artillery Targeting Shaping Efforts](#) (CAC login required)

LSCO decisive action training environment scenarios continue to become more complex and opposing forces continue to become more adaptive in their use of red unmanned aerial systems (UASs) to hunt and target blue force command posts and critical artillery assets. However, what if brigade and above artillery commanders were given operational control of UAS detachments? This paper theorizes that doing so could provide many benefits such as shortened sensor-to-shooter kill chains and reduced target decay, which could significantly enhance the targeting process.

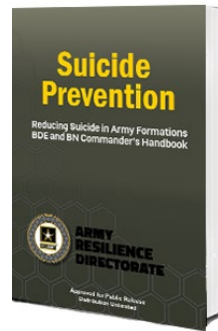
## RECENT PUBLICATIONS



### [22-02: MCTP FY21.2 Trends](#)

The information in this publication is a snapshot of MCTP observations from Army training in a 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. This publication

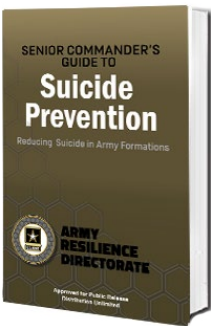
is intended to better prepare Army formations with enhanced training proficiency to fight and decisively win during LSCO. [JLLIS link.](#)



### [22-663: Unit Leader's Guide to Suicide Prevention](#)

This handbook operationalizes the fundamental concepts and leadership engagement necessary to develop and execute an effective unit suicide prevention program. The suicide prevention framework is built on using visibility tools to assess risk and protective factors and establishing a unit forum that operationalizes the multiple

elements of the suicide prevention program through the operations process. This handbook presents a vision of an Army built on a culture of trust. Soldiers can build strength and confidence in each other through the application of these principles, practices, and qualities. [JLLIS link.](#)



### [22-667: Senior Commander's Guide to Suicide Prevention](#)

This handbook is meant to assist senior mission commanders in implementing the Army Suicide Prevention Program. It demonstrates how leaders at echelon with support, can synchronize installation efforts to achieve effects that improve readiness and help prevent deaths by suicide. [JLLIS link.](#)

### [WFX 22-1 Post Exercise Report](#) (CAC login required)

A corps and division conducted a 10-day command post exercise, simulating multi-domain, LSCO in the European theater against a tier I/II opposing force. A CALL collection and analysis team observed WFX 22-1 from 27 September - 07 October 2021 to identify challenges, issues, gaps, and effective techniques/practices in planning and executing multi-domain, LSCO at the corps and division level. [JLLIS link.](#)

### [21-665: Is Ours a Nation at War?](#)

*Is Ours a Nation at War?* challenges the accepted way of thinking about war. One year ago, U.S. Army Training and Doctrine Command (TRADOC) began to look at how COVID-19 and recent adversary initiatives affected the operational environment. This publication builds on that work by questioning basic assumptions and identifying national security vulnerabilities. It also provides new, innovative, and exciting recommendations by experts from government, academic, and industry communities. These fresh thinkers — young and old, serving and retired — gave their valuable time to provide recommendations not only to the Army or even the military, but to all government personnel and beyond. [JLLIS link.](#)

### [22-659: Battle Rhythms: Challenges, Considerations, and Recommendations from Warfighter Exercises](#)

In this article, CALL's liaison to MCTP outlines ways to help units develop, refine, and implement a sustainable battle rhythm during operations. [JLLIS link.](#)

## NEWS FROM THE FRONT AND CTC

[21-658: Sustaining the "Fight Tonight" in a COVID Environment](#)



## JOINT MULTINATIONAL READINESS CENTER

Trends observed at the Joint Multinational Readiness Center (JMRC) indicate that brigade combat team (BCT) staffs struggle to effectively execute command and control warfighting function tasks. Though BCTs are generally effective at commanding forces, they struggle to control operations, drive the operations process, and, most notably, establish the command and control system. Consequently, BCT staffs are challenged to effectively coordinate, integrate, and synchronize capabilities.

JMRC recommends that BCT commanders use [Training Circular 6-0.2, Training the Mission Command Warfighting Function for Battalions, Brigade and Brigade Combat Teams](#) (July 2019) to inform home-station training focused on the command and control warfighting function. Commanders should use this training circular to identify and prioritize training objectives that improve their ability to control operations, drive the operations process, and establish the command and control system, optimizing mission command across the BCT.

Method	Table	Commander	Staff	Command Post	Digital Crew
Cell and Section Based Training	I	Establish Organizational Business Rules and Develop Training Strategy	Organize and Acclimate Staff to the Organization	Conduct Pre-combat Inspection (Equipment and Maintenance)	Execute Basic Mission Command Information System Operations
	II	Establish the Training Environment	Develop Military Decision-Making Process Skills at the Section Level	Identify Command Post Characteristics	Integrate Command Post Systems
	III	Organize the Mission Command System	Establish Staff / Cell Processes and Integrate Warfighting Functions	Establish Command Post Infrastructure	Develop the Common Operational Picture
	IV	Prepare the Headquarters for Operations	Synchronize Command Post Operations	Determine Command Post Survivability and Sustainability	Synchronize Operations
Collective Training	V	Drive the Operations Process	Conduct Staff Rehearsal	Conduct Command Post Rehearsal	Conduct Mission Command Information System Rehearsal
	VI	Certification Assess and Certify the Headquarters	Conduct Staff Certification	Conduct Command Post Certification	Digital Crew Certification
Collective Training with Augmentees	VII	Direct Mission Command Information System Integration	Integrate the Mission Command System	Conduct Command Post Operations	Integrate the Mission Command System
	VIII	Apply the Art and Science of Mission Command	Synchronize Operations	Sustain the Command Post	Synchronize Operations
Formal Evaluation	IX	Mission Command Warfighting Function Validation Exercise Rehearsal			
	X	Validation (EKEVAL) Mission Command Warfighting Function Validation Exercise			

Figure 3-1. BCT Mission Command Training Tables

The BCT is addressed in Chapter 3, which provides mission command training tables for the commander, staff, command post, and digital crews. As visualized in Figure 3-1, 10 tables progress each demographic through team, collective, augmented, and formal-evaluation gates. In accordance with U.S. Army Forces Command Command Readiness Guidance for FY22, BCTs should attempt to conduct tables I through VI as part of multi-echelon training at home station with minimal exceptions.

Organized into five sections, Chapter 3 provides comprehensive figures and charts similar to Figure 3-1 for commanders, the staff, command post, and digital crews. These visuals provide training tables that include inputs (doctrinal and non-doctrinal references), supporting individual and collective tasks and outputs that can guide

the development of a holistic training plan, identify opportunities for focused multi-echelon training, and sequence training objectives at echelon.

Unfortunately, BCTs may not have the time available to complete all tables and gates prior to a combat training center (CTC) rotation, if JMRC's experience is indicative of the total force. Over the past year, BCT commanders have averaged only six months of command time and provided tactical intent and guidance in support of the military decision-making process only twice before arriving to Hohenfels. As a result, BCTs may be challenged to implement a full six-table training model prior to deploying to a CTC. This lack of time, however, reinforces the importance of using this valuable training circular early in command to maximize what time they have before a CTC rotation or operational deployment.

Training the command and control warfighting function at the BCT level is the first step to improving the BCT staff's ability to control operations, drive the operations process, and establish the command and control system, while ultimately optimizing mission command across the BCT. BCT commanders, especially those new to command or approaching a CTC in the near future, are highly encouraged to review TC 6-0.2 early in command and use it to inform home-station training plans. Moreover, consider it a guide that can inform the initial counselings for executive officers and operations officers, as well as follow-on discussions that may assist them in planning staff training and leading it during execution.



## JOINT READINESS TRAINING CENTER

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

### CURRENT JRTC ROTATIONAL CHALLENGES:

#### **Infantry BCTs (IBCTs) rely on small arms fire instead of the high-explosive capabilities from indirect fires.**

- Units insufficiently plan to accomplish destruction and suppression with indirect fires.
- Units are challenged synchronizing movement and maneuver, fires support, and sustainment in the planning or targeting cycle.
- Units understand the five elements of predictive fires, but do not fully understand the complexity of indirect precision rocket fire in accordance with maneuver.

#### **IBCTs don't fight battalions, they track company/battery/troop fights.**

- Units are challenged in defining their fighting products to enable command and control (decision support matrix, commanders critical information requirements, execution check, high-priority target list, synchronization matrix [not Excel OPOD], fire support execution matrix, operational graphics).
- Units are not using course of action (COA) analysis to transition from conceptual to detailed.
- Rehearsals do not synchronize operations and refine fighting products (scripts).

#### **IBCTs decide which battalions should look at each objective; they don't conduct the military decision-making process.**

- Units should utilize an event template to develop the situation and indicate which COA the opposition has adopted.
- Employ AGARAP (Assess situation, Generate options, Array forces, Refine concept, Assign headquarters, Prepare sketch and statement)
- Units should consider all elements of combat power by warfighting function.

#### **Command Posts**

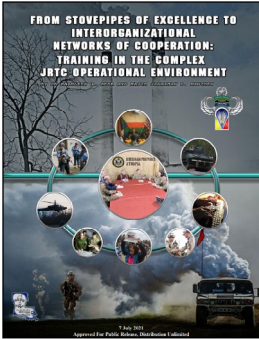
- Transition
- Function
- Fighting vs. Tracking

#### **It is command and signal for a reason**

- Units should ensure this is planned, rehearsed, and unifying to create visualization and shared understanding.

## JOINT READINESS TRAINING CENTER, cont.

Two publications highlighted last quarter are now published and available on the [JRTC milSuite site](#) (CAC required):



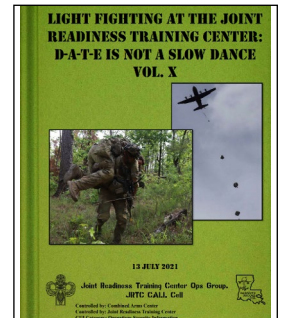
### FROM STOVEPIPES OF EXCELLENCE TO INTERORGANIZATIONAL NETWORKS OF COOPERATION: TRAINING IN THE COMPLEX JRTC ENVIRONMENT

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:

Recently published, this journal contains 10 articles across myriad topics written primarily by the JRTC team. Readers should pay particular attention to the following four articles:

- ***Making Staff Noncommissioned Officers (NCOs) Relevant.*** Audience: Staff officers and NCOs. This article discusses some of the common trends observed with the employment of NCOs within both battalion and brigade staffs and presents a smartcard for better utilization of NCOs on staff.
- ***Rethinking Maintenance.*** Audience: Brigade executive officer; brigade security, plans, and operations officer; field artillery battalion commander and staff, as well as maintenance team. This article was written by elements of a previous rotational training unit on their experiences at the JRTC as it pertains to their maintenance planning within the fires battalion.
- ***Medical Trends and Best Practices in LSCO.*** Audience: Brigade and battalion medical teams and brigade through company command teams. This piece identifies the paradigm shift from continuous medical operations during the Global War on Terror to prolonged field care under LSCO and the associated lessons learned.
- ***A Note on Security in Decisive Action at the Small Unit Level.*** Audience: Company and platoon leadership. This editorial discusses some of the lost fieldcraft associated with employing security measures during both offensive and defensive operations.



## MISSION COMMAND TRAINING PROGRAM

Since the beginning of the fiscal year, the MCTP has completed two Warfighter Exercises (WFXs). In October, MCTP completed WFX 22-1 for V Corps in Grafenwoehr, Germany, and the 34th Infantry Division at Fort Riley, KS. MCTP also conducted WFX 22-2 in November for the 2nd Infantry Division at Camp Humphreys, Republic of Korea. CALL's observation of these exercises yielded several corps- and division-level best practices and highlighted various challenges posed by a peer-level threat in LSCO. CALL's post-exercise reports are available on the [Joint Lessons Learned Information System](#)

(CAC required) or [CALL's CAC-enabled site](#).

MCTP has also been heavily invested in planning WFX 22-4, completing its Final Event Planning Conference in December. WFX 22-4 will serve as a fundamental part of the overall Global Defender 22. This exercise will provide the Army a means to showcase modernization through the integration of a Joint Warfare Assessment and synchronization of two, live CTC rotations within a common scenario.



## NATIONAL TRAINING CENTER

The National Training Center (NTC) had some great rotations the past few months. In particular, rotation 22-02 was very successful with 2nd Stryker Brigade Combat Team, 4th Infantry Division. Looking to the future, in addition to the regular rotations, there are some unique rotations this fiscal year. The first is rotation 22-04 in February that will include a security force assistance brigade (SFAB) in addition to an armored brigade combat team (ABCT). The second unique rotation will be 22-06 in April; this rotation will be linked to and part of Global Defender 22.

Just as training rotational units is an NTC priority, communicating to the force based on the lessons and best practices seen at the NTC is also a priority. This quarter, NTC would like to highlight the Cobra Team's (cavalry squadron trainers) Leader Development Program and "a way" standard operating procedures (SOPs) where the team consolidated and organized a library of SOPs to provide units a baseline set of best practices and procedures for cavalry operations. Additionally, they generated a set of leader professional development (LPD) products to help units discuss and develop solutions to observed friction points through shared understanding and refinement during home-station training. These SOPs and LPDs can be found on the Operations Group MilSuite site at Group: [Cobra Team, Operations Group, NTC](#) or in the [National Training Center Lessons Learned binder](#) on JLLIS (CAC required).

Another great opportunity for individuals throughout the force is to perform duties as a guest observer coach/trainer (OC/T) at the NTC. Imagine working beside some of the Army's subject matter experts while at the same time observing a two-week BCT force-on-force and live-fire exercise. Individuals have gained so much knowledge and ability from this two-week experience. In fact, some of the most successful individuals at the NTC are those who previously served as guest OC/Ts. Individuals can come to the NTC for this experience and upon returning to their home station, share what they have learned with the rest of their unit. For more information on coming to the NTC and becoming a guest OC/T for a rotation, please call (760) 380-6172

## CONNECT WITH CALL



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**CALL Public Website:** <https://www.army.mil/CALL>  
**CALL Restricted Website** <https://call2.army.mil>  
**Joint Lessons Learned Information System** [JLLIS](#)