

CENTER FOR ARMY LESSONS LEARNED

QUARTERLY NEWSLETTER



CALL INSIDER

2nd QTR, FY22



“How We Fight: Brigades, Division/Corps” is LIVE!

HOW WE FIGHT – U.S. Army Brigade, Division, and Corps

How We Fight (HWF) Army 22 is available as a self-guided exploratory platform designed to provide Soldiers, commanders, leaders, and members of other Services with a unified vision of how the Army fights in organizational and operational environments. The product is accessible via Common Access Card or username and password at HWF.Army.mil or TRAIN.HWF.Army.mil

HWF content is staged in two perspectives – brigade and division/corps—both branched into custom training of the organizational environment, operational environment, references, and resources.

HWF BRIGADES:

Organizational Environment

HWF Brigade Organizational Environment presents all Active Army and National Guard brigades on a world map, identifies location and specifics to that unit, and provides links to the official associated Army website. Notional task organization charts and primary capabilities are presented for each unit type: armored, infantry, and Stryker brigades.

Operational Environment

HWF Brigade Operational Environment reviews generic information of theater, operational framework, warfighting functions, and a notional example of an attack and defend scenario.

References and Resources

Custom references and resources used for HWF Brigades are consolidated on a single access page that allows the user to directly link per listing.

ATN.ARMY.MIL.HWF

TRAIN.HWF.ARMY.MIL



HWF DIVISION and CORPS:

Organizational Environment

HWF Division and Corps Organizational Environment provides an overview of combatant commands, the U.S. Army command structure, and the U.S. Army Active and National Guard units from corps to division and brigade, each linking out to the associated corps.

Operational Environment

HWF Division and Corps Operational Environment is based on Army Strategic Education System-Command training and Mission Command Training Program (MCTP) exercise materials, featured over European terrain. Users begin on the “road to war” and are able to explore content and fundamentals from a generic division and corps perspective that guides the user through seven critical events. These seven critical events include doctrine, training videos, and interactivity/animation for deployment; joint reception, staging, onward movement, and integration (JRSOI); shaping operations; wet-gap crossing; forward passage of lines; attack; and transition to defense.

References and Resources

Custom references and resources used for HWF Division and Corps are consolidated on a single access page that allows the user to directly link per listing.



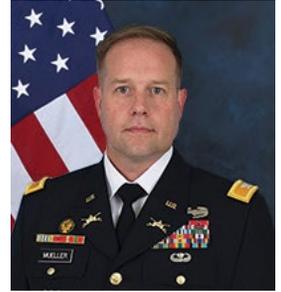
Approved for Public Release
Distribution Unlimited

DIRECTOR'S CORNER

This quarter, I would like to express my appreciation for the excellent participation in our recent annual workshop from the entire Army Lessons Learned Program community. A lot of thought and effort goes into identifying the focus topics for collection each fiscal year. My assessment is that we are on target with our plan for FY23, although some topics may be overcome by higher-priority directives as we remain responsive to Army needs. Remember to remain flexible and be ready to shift focus, if necessary. Looking ahead, we have several highly anticipated products in the works and several are nearing completion including *FY 21 Combat Training Center Trends* and the *First 100 Days of Company Leadership*. Be sure to order copies for your formations when they become available.

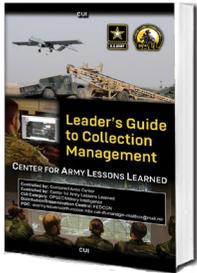
I am also excited to announce we are in the process of producing our first audiobooks! Our intent is always to provide Soldiers with products in a format they find

most useful for their professional development, and audiobooks are another means of reaching a "learning-hungry" audience. We have selected five existing products for redistribution in audiobook format and are working with a vendor on production. We expect the first of these to be available in 4th quarter, FY22. From here, we will assess the demand signal and determine if this is an effective means to share our insights. As always, I encourage you to stay tuned to CALL social media and to our website at www.army.mil/CALL for updates on this topic, new releases, and lessons learned from the field.



COL Scott W. Mueller
CALL Director

RECENT PUBLICATIONS



[22-01: Leader's Guide to Collection Management](#) (CAC login required)

This guide addresses common issues observed during training exercises regarding the complexity of collection management. The primary audiences are those personnel directly involved in the collection management process at corps, division, and brigade levels. Collection managers can excel when giving

extra attention to a few key areas and following these observations generated at several combat training center rotations and Warfighter exercises (WFXs). [JLLIS link](#).

[22-643: Counter-Small Unmanned Aircraft Systems Catalog](#)

With the increasing threat from small-unmanned aircraft systems (s-UAS) on the battlefield, what are the best practices and lessons learned from U.S. Army divisions and corps, under the current modified table of organization and equipment, to counter enemy UAS operations in large-scale combat operations (LSCO)? How do divisions and corps best integrate and synchronize active/passive measures with current and emerging kinetic/nonkinetic capabilities in C-sUAS? What doctrine exists to best help soldiers understand C-sUAS operations? This catalog serves as a one-stop resource for C-sUAS references, both current and under revision. [JLLIS link](#).



[22-656: Task Force Eagle Special Immigrant Visa Support to Operation Allies Refuge](#) (CAC login required)

Fort Lee established Task Force (TF) Eagle to provide temporary housing, medical screening, food, religious support, and other necessities to Afghan Special Immigrant Visa (SIV) applicants. This report documents TF Eagle's SIV support from mid-July to mid-August 2021. [JLLIS link](#).

[22-690: Planning for the Combat Aviation Brigade in Large-Scale Combat Operations: A Guide for Division G-35 and G-5 Maneuver Officers](#) (CAC login required)

This article provides division staff officers, particularly non-aviators assigned to G-35/G-5, with critical insights to plan for and fight combat aviation brigades (CABs) in LSCO. The observations presented are underlying causes of some of the challenges facing divisions and CABs as division planners fight the CAB at corps and division WFXs. [JLLIS link](#).

[21-673: WFX 22-2 Post-Exercise Report](#) (CAC login required)

The WFX 22-2 Post Exercise Report provides highlights and observations covering challenges, issues, gaps, and effective techniques/practices in planning and executing multi-domain LSCO at the division level. [JLLIS link](#).

RECENT PUBLICATIONS, cont.

[22-678: Division RDSP in LSCO: Observations and Methods](#) (CAC login required)

In recent WFXs, higher headquarters (HQ) affected division planning by placing constraints on division operations. Typically, this was to allow for corps shaping efforts in the corps-level deep fight to ensure synchronization of maneuver efforts or to rebuild combat power. Competing complexities, the enemy vote, and the higher HQ's guidance drive the same action: division staffs must quickly reassess the situation to determine the viability of the original plan. The complexities of the LSCO environment drive divisions to execute the rapid decision-making process (RDSP) instead of the military decision-making process (MDMP). Changes to plans occur in such a truncated timeframe that to fight and win at the pace of war, divisions must be able to plan and synchronize operations rapidly. While Army doctrine notes that MDMP seeks the optimal solution, RDSP seeks a timely and effective solution. [JLLIS link.](#)

[22-686: A Year in Jamaica: Leveraging Partnerships Through the State Partnership Program](#) (CAC login required)

This article delivers information about the Army National Guard State Partnership Program as experienced by the District of Columbia National Guard in working with the Jamaican Defense Force to bolster partner-nation capacity. [JLLIS link.](#)

[22-681: Security Force Assistance Honduras Advisor Summary, Volume 2](#) and [22-688 Security Force Assistance Honduras Advisor Summary Volume 3](#) (CAC login required)

Best practices and lessons collected from a recent deployment of the 1st Security Force Assistance Brigade (SFAB) from the U.S. Southern Command area of responsibility.

[22-701: The Deep Area: Misconceptions and Challenges](#)

Recent WFXs have demonstrated that divisions often struggle to plan and execute deep operations. This negatively impacts the brigades in close contact with enemy forces. The purpose of this article is to aid units with deep operations. To do this, it first discusses division planners' varying conceptions of the deep area and the consequences for each. It next reviews doctrine concerning deep operations, highlighting potential areas that may either help or contribute to these issues. Finally, it offers recommended approaches and additional considerations to help units overcome the deep area challenges. [JLLIS link.](#)

[22-702: A Look at Intelligence Handovers](#) (CAC login required)

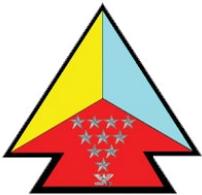
This article examines intelligence handovers and its associated control measure, the intelligence handover line, to address misconceptions about intelligence handover and garner success during WFXs and combat training center (CTC) rotations. [JLLIS link.](#)

[22-668: Brazilian Army Intelligence Table-Top Exercise](#) (CAC login required)

This article outlines the methodology associated with the development, execution, and assessment of the Brazilian Army Intelligence Table-Top Exercise. [JLLIS link.](#)

[22-669: Army Financial Readiness Program 101](#) (CAC login required)

This publication is from the Soldier and Family Readiness, Deputy Chief of Staff, G-9, Installations, that focuses on the Army financial readiness program, a military lifecycle-based financial education and counseling program to bolster Soldiers' financial fitness throughout their careers. [JLLIS link.](#)



Mission Command Training Program

Mission Command Training Program published its *FY21.2 MCTP Key Observations Bulletin* in January. This bulletin highlights the most recent observations and trends, discussing persistent challenges and best practices at the brigade, division, and corps echelons.

MCTP has also continued its preparation for WFX 22-4 in April as part of the greater Exercise Global Defender 22. This exercise will provide the Army a means to showcase modernization through the integration of a Joint Warfighting Assessment and the synchronization of a live CTC rotation with the WFX.

Additionally this quarter, MCTP completed academic weeks for units preparing for the WFX 22-5 in June, and conducted an Observer Coach/Trainer Academy and Senior Mentor Symposium.

CALL participates in Exercise Southern Vanguard 22 in Brazil

By Keith Warman, U.S. Army South Military Analyst Forward

Last fall, the CALL Military Analyst Forward (MAF) at Fort Sam Houston, TX, deployed with an element from U.S. Army South to Resende, Brazil, collecting lessons and best practices, and conducting key leader interviews at Exercise Southern Vanguard 22 (ExSV22). This series of exercises is built to enhance relationships, promote mutual military readiness, improve interoperability, and establish the foundation for lasting integrated deterrence with select partner nations in the United States Southern Command (USSOUTHCOM) area of responsibility. Although executed at the tactical level, these exercises are proving to have strategic impact at the Army-to-Army level. This rotation, composed of elements from 3rd Brigade Combat Team, 101st Airborne Division (Air Assault) "Rakkasans," committed the largest U.S. Army conventional force ever sent to train in Brazil. The Rakkasans integrated with the Brazilian army's 5th Light Infantry Battalion (Air Mobile) to form TF 5 BIL, a battalion-level combined task force headquarters. Major training events included combined air assault operations, urban/irregular warfare operations, deliberate defense, live-fire exercises, and casualty evacuation. The CALL MAF worked



MG William L. Thigpen, Commander U.S. Army South, greets a Brazilian army officer at ExSV22. (Courtesy photo)

"Right now, 1000+ U.S. Army and Brazilian Soldiers are jointly conducting air assault exercise SOUTHERN VANGUARD 22, the largest U.S. element to conduct training with Brazil since World War II. This is what Integrated Deterrence looks like."

**Secretary of Defense, Honorable Lloyd J. Austin
8 December 2021 (via Twitter)**

side-by-side with soldiers of the Brazilian army to develop the mid- and final after action reviews (AARs). Both armies have similar but distinct AAR formats. It was mutually agreed to use the U.S. Army format with Brazilian army senior leaders stating they saw great value in the difference demonstrated. Multiple other partner countries including Colombia, Peru, and Chile are committed to conducting this combined training event with the U.S. Army through FY28. U.S. Army South is conducting an assessment to determine which countries receive training and the training duration needed to accomplish the country support-plan strategy and long-term goals in the region.

CALL Hosts Army Lessons Learned Synchronization Workshop

The annual Army Lessons Learned Synchronization Workshop from 22-24 March 2022 included representatives from the Joint and Army staffs, Army Commands, Army Service component commands, direct reporting units, Centers of Excellence, and Sister Services. Approximately 150 attendees from more than 40 organizations participated in the three-day event. The purpose of the workshop is four-fold: (1) integrate, synchronize, and prioritize Army collection topics; (2) develop collection and analysis teams (CAATs) for the Army; (3) build a detailed program of action and milestones for execution; and (4) assess the overall Army Lessons Learned Program to enhance effectiveness.

The FY23 Army-level topics are: Allies and partners, command and control transitions, security force assistance, information advantage, division cavalry and mobile protection fire, intelligence warfighting function integration, joint and operational fires, air missile defense and counter-unmanned aircraft systems, force generation and projection, and protection. The current FY23 CAATs are: U.S. Army Europe and Africa (USAREUR-AF) (M3-CPX), U.S. Army Pacific (Orient Shield), WFX 23-4, National Training Center (NTC) 23-02 and Joint Readiness Training Center (JRTC) 23-05 (exportable CTCs), Project Convergence 22, and Joint Warfighting Assessment 23. The collaborative efforts from the workshop will help produce the Army Lessons Learned Annual Plan that guides Army-level lessons learned collection efforts for each fiscal year. Headquarters Department of the Army G-3/5/7 should publish an execution order on or about 1 August 2022.



The Foundations of HUMINT Collection Training at CTCs

By SFC Joseph Ouellette

Raptor Team, Joint Multinational Readiness Center

Human Intelligence (HUMINT) is one of the three organic intelligence collection capabilities found in every brigade combat team (BCT) throughout the Army. It challenges commanders to create realistic and effective training that often falls short through no fault of those who plan or execute the training. Effective HUMINT training to prepare collectors and teams for large-scale combat operations requires vast resources that are not available to units at home station. These resources include extremely detailed scenarios and sufficient role player support. The U.S. Army's combat training centers are uniquely able to incorporate a multitude of depth within HUMINT training that not only prepares HUMINT collectors to execute their mission, but also serves to highlight an often overlooked or misunderstood intelligence collection capability.

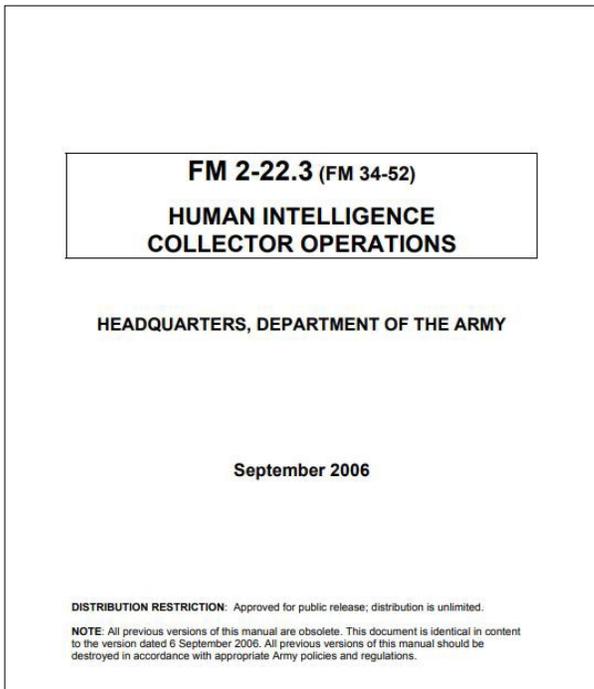
Regardless of how HUMINT collectors execute their mission, the result should be to collect intelligence that supports the BCT's offensive or defensive operations. There are two primary methods to reach this goal. HUMINT collectors can conduct military source operations (MSO) or interrogation operations. Creating training for these two sub-disciplines is relatively simple, but requires some effort to resource the materials and personnel. The Joint Multinational Readiness Center (JMRC) has already established an extremely effective method of training interrogations and detainee operations, but lacks available MSO training opportunities.

The additional requirements to train MSO are straightforward. CTCs have established source pools to be developed in

rotation with varying degrees of success. The JRTC and the NTC have dedicated contract role players. JMRC would be unable to employ many of its contract role players in a HUMINT training capacity as the majority are not U.S. citizens. Thus, JMRC must establish a dedicated source pool using role players from units within USAREUR-AF. The source pools should correspond in size with the number of HUMINT collection teams (HCTs) that a BCT brings to the rotation. With the condensed timeline and variety of tasks that HUMINT collectors and managers must execute, it is recommended that each HCT have two to three dedicated HUMINT sources to develop throughout the rotation. At JMRC, BCTs brought one HCT on average to each rotation during FY20 and FY21. These role players can be sourced from units within USAREUR-AF in the same way that detainee role players are brought to JMRC. These role players should be assigned transportation to travel throughout the box in order to realistically have a pattern of life. This pattern of life enables the natural development of HUMINT operations without creating additional intelligence scripting requirements and sets a realistic expectation of what information would or would not be available in the real world.

CTCs provide the most realistic environment to conduct HUMINT training. HUMINT collectors must train to identify individuals that have intelligence value among the local populace and must be able

to identify who travels throughout the local area on a routine basis in order to develop efficient HUMINT operations that can look into the future. HUMINT is able to leverage the local population to observe places where friendly units either have not been or cannot access without encountering the enemy. JMRC's population centers, being filled with individuals of little informational value for collection operations, present a challenge to HCTs as they must rapidly identify the correct individuals and begin collection in an austere environment. This is a realistic training problem as the resources available in Iraq and Afghanistan will not be available in a LSCO scenario.





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 against a near-peer threat with multi-domain capabilities while maintaining interoperability with unified action partners. Two notable areas where BCTs continue to struggle are understanding the battlefield geometry in LSCO and decision-making during operations at the commander and staff levels.

LSCO BATTLEFIELD GEOMETRY

- Using the factors of mission, enemy, terrain and weather, troops, time available, and civil considerations (METT-TC), the commander seeks to arrange combat functions to shape the battlefield in order to put the enemy in a position where he can be defeated.

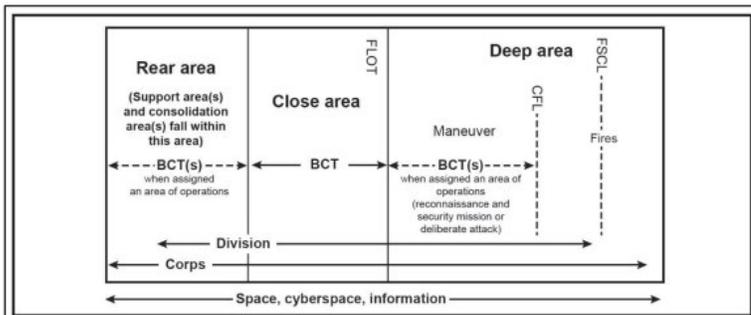


Figure 1 – Deep, Close, Rear, Support, and Consolidation Areas (FM 3-96, *Brigade Combat Team*, Figure 2-3)

- Operational framework has four components:
 - The commander is assigned an area of operations for the conduct of operations.
 - The commander can designate deep, close, rear, support, and consolidation areas to describe the physical arrangement of forces in time and space.
 - The commander conducts decisive, shaping, and sustaining operations to articulate the operation in terms of purpose.
 - The commander designates the main and supporting efforts to designate the shifting prioritization of resources.

COMMANDER AND STAFF DECISION MAKING

- A commander's critical information requirement is an information requirement identified by the commander as being critical to facilitating timely decision making. (Joint Publication 3-0, *Joint Operations*)

- Decision making includes knowing whether to decide or not, then when and what to decide, and finally, understanding the consequences.

- Two forms of variances exist: Opportunities and threats. (Army Techniques Publication [ATP] 5-0.1)

- An opportunity results from forecasted or unexpected success. When commanders recognize an opportunity, they alter the order to exploit it if the change achieves the end state without incurring unacceptable risk.

- The second form of variance is a threat to mission accomplishment or survival of the force. When recognizing a threat, the commander adjusts the order to eliminate the enemy advantage, restore the friendly advantage, and regain the initiative. Not all threats to the force or mission involve hostile or neutral persons. Disease, toxic hazards, and natural disasters are examples of other threats.

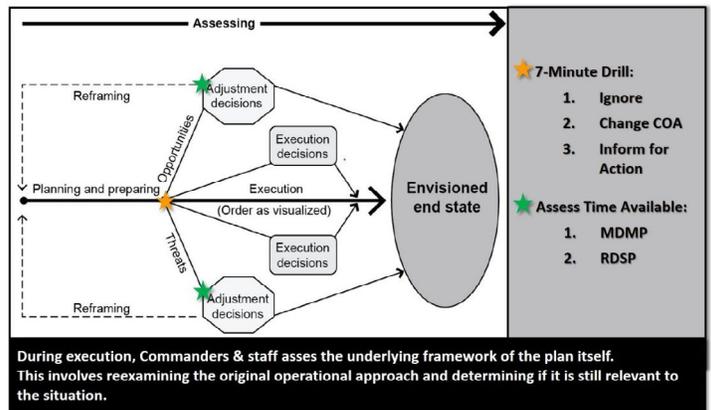


Figure 2 – Decision-Making during Execution and Reframing (JRTC Improved / ATP 5-0.1 *Army Design Methodology*, Figure 6-1)

During execution, Commanders & staff assess the underlying framework of the plan itself. This involves reexamining the original operational approach and determining if it is still relevant to the situation.

- 7-Minute Drill:
 - Ignore
 - Change COA
 - Inform for Action
- Assess Time Available:
 - MDMP
 - RDSP



NATIONAL TRAINING CENTER

The NTC had several successful and interesting rotations over the past few months, particularly rotation 22-04 with the 3rd SFAB and the 2nd Armored Brigade Combat Team (ABCT), 1st Infantry Division. Looking to the future, in addition to the regular schedule, there will be some unique rotations this year. For example, rotation 22-06 will be linked and part of the Global Defender Warfighting Exercise. Likewise, NTC will support training in Hawaii in support of the 2nd Infantry

Brigade Combat Team (IBCT), 25th Infantry Division, in November.

Just as training rotational units is an NTC priority, communicating to the force based on lessons and best practices seen at the NTC is also important. There are several avenues through which NTC shares lessons and best practices. The [CALL CTC Resources](#) website (CAC required) includes resources (observations, videos, CTC products, CTC articles) from NTC. Additional products, such as a tactical products repository, can be found on the [National Training Center Operations Group MilSuite website](#) (CAC required). Information is also located in the [NTC Lessons Learned Binder](#) on the Joint Lessons Learned Information System (JLLIS). You can also receive NTC observations broken down by warfighting function(s) by contacting the CTC Military Analyst Forward at (760) 380-7509 DSN 470.



Operations Group is also working on creating a capstone publication for publishing to the Army. This publication will identify more than 25 problems at the BCT/battalion/company level. Each topic will provide a vignette, frame the problem, provide the doctrinal reference, and propose "a way." Some of the topics include: transitions, effective priority intelligence requirements, emissions control, current operations (CUOPS) battle tracking, future operations to CUOPS transitions, retransmissions operations, and engagement area development to name a few. The product is expected to be completed this spring and available soon after.

CONNECT WITH CALL



CENTER FOR ARMY LESSONS LEARNED

10 Meade Ave., Bldg. 50
Fort Leavenworth, KS 66027-1350

(913) 684-3035 DSN: 552-3035

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