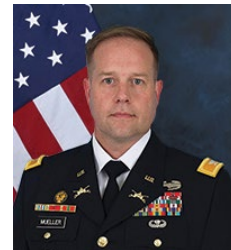


DIRECTOR'S CORNER

As we begin the final quarter of fiscal year 2022, this edition of the newsletter looks back at several examples of the great work being done by our MAFs at the major Army commands and combat training centers (CTCs). Specifically, you will see the close ties being developed with our partners in Mexico and Central America. These exchanges of information and training opportunities truly make us "stronger together."

Every quarter, our MAFs at the CTCs provide you with useful information on what the observer coach/trainers (OC/Ts) are seeing "on the ground" during multiple rotations. If your unit is preparing for one of these training events, I would encourage you to read not only this quarter's input, but also check out [CALL Insider archive](#) for additional information.

Something that brings these two subjects together is our new *Partners and Allies Guide to the U.S. Combat Training Centers*. We know interoperability is always challenging when working in a multinational environment, but increased repetitions in training and exercises can help reduce that friction. I hope you take the time to learn more about this important subject.



COL Scott W. Mueller
CALL Director

Finally, I recently returned from Europe and I was impressed with the work our collection and analysis team is doing in support of U.S. Army Europe-Africa (USAREUR-AF) and the Army units operating within that area of responsibility.

RECENT PUBLICATIONS



[22-03: CTC Trends FY 2021 Bulletin](#) (CAC login required)

This bulletin identifies trends for Fiscal Year (FY) 2021 across the combat training centers (CTCs) based on observations from OC/Ts and CALL collection and analysis teams (CAATs), 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 and provides a reference for emphasis in home-station training plans.



[22-05: Partners and Allies Guide to the U.S. Combat Training Centers](#)

This handbook focuses on partner and ally preparation for U.S. Army CTCs and supports overall tactical readiness and integration into U.S. Army units for potential future crises and conflict. Its highlights include preparation for CTC rotations with multinational participation, partner and ally insights during operations, multinational rehearsals, the NATO

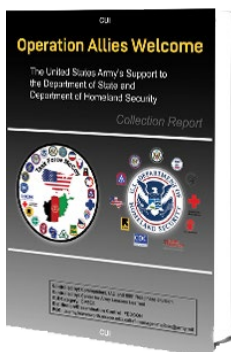
Seven-Step Planning Process, a sample multinational integration checklist, technical challenges and techniques of multinational partner digital interoperability, and comparisons of the metric and imperial measurement systems.



[22-04: Company Leadership: The First 100 Days](#)

This handbook, written for new company commanders and first sergeants, contains insights on stewarding the profession, command climate, change of command inventories, training, and maintenance of equipment at the company level. Vignettes from current and past Army leaders provide useful lessons for those preparing to be part of a

company leadership team.



[22-661: Operation Allies Welcome](#) (CAC login required)

This report outlines the observations, best practices, and lessons learned collected during initial stages of the DOD's support to the lead federal agency during Operation Allies Welcome. Collection efforts occurred at Fort Bliss, TX, and Fort McCoy, WI.

RECENT PUBLICATIONS, cont.

[Defender Pacific 21 Final Report](#) (CAC login required)
This report presents CALL's findings and (DOTMLPF-P) recommendations from Defender Pacific (DP) 21. It identifies recurring insights and emerging trends common to all Defender exercises. DP21 was the fourth iteration of this contingency readiness deployment exercise and the Headquarters, Department of the Army's (HQDA's), priority for 2021. HQDA's goal for DP21 was, "to operationalize its dynamic force employment concept by deploying a combat-credible, division-size force in a rapid response to a large-scale combat contingency."

[Yama Sakura 81 Post-Exercise Report](#) (CAC login required)

This CALL post-exercise report provides insights, lessons, and best practices from the Yama Sakura (YS) 81 command post exercise conducted in December 2021. YS81 continued the annual U.S. Army, Japan bilateral exercise series with the Japan Ground Self-Defense Force (JGSDF). The annual YS exercise is designed around the defense of mainland Japan against a peer, or near-peer adversary, to enhance U.S. Army and JGSDF readiness and interoperability while strengthening bilateral relationships.

[Lessons from a Combat Operational Stress Control \(COSC\) Unit](#) (CAC login required)

This product provides lessons and best practices from a COSC unit tasked to screen Service members returning from the evacuation of Afghanistan.

[Air and Missile Defense \(AMD\) Catalog](#) (CAC login required)

This catalog consolidates information about AMD materiel and modernization efforts associated with large-scale combat operations (LSCO) and Army priorities.

[The New Armor Division Concept: Back to the Future of Division-Centric Operations](#) (CAC login required)

After more than 30 years of focusing on limited contingency operations in the Middle East, the U.S. Army is now addressing the challenges of LSCO against peer adversaries. In order to meet these challenges, the Army will go "back to the future" by returning to division-centric operations. Key to the Army's division-centric transformation is the new armor division concept developed as part of the Army 2030 initiative. Army 2030 force design updates (FDUs) plan to field two active and one reserve armor divisions. The new armor division concept provides a formation that uses fire, maneuver, and shock effect to conduct breaching of prepared enemy defenses and execute contested river crossings. Army 2030 specifically structures the armor division to facilitate penetration of an enemy's main defensive line to continue the attack or advance follow-on forces. The armor division accomplishes penetration with long-range fires, multi-domain effects, and engineering assets that permit deep operations to disintegrate enemy defenses. The new armor division will serve as a testbed for many new LSCO concepts and the Army plans to prioritize it for future organizational and technological modernizations. To gain a full understanding of the armor division, it requires an appreciation of its origins, organizational structure, concept for employment, and implications for the future force.

NEWS FROM THE FRONT AND CTC

[Effective Airspace Management in Large-Scale Combat Operations](#) (CAC login required)

This article addresses effective division, corps, and joint force land component command airspace control and management techniques used by V Corps during Warfighter Exercise (WFX) 22-1. The tactics, techniques, and procedures described include the use of corps-defined battle management areas, Tactical Airspace Integration System knowledge management, effective airspace coordinating measures planning using pre-built kill boxes, and methods to improve airspace staff running estimates and briefings during working groups.

[ACM-SFAB TTX Report 21-5](#) (CAC login required)

This report provides analysis of Army Capability Manager-Security Force Assistance Brigade's findings from a September 2021 tabletop exercise.

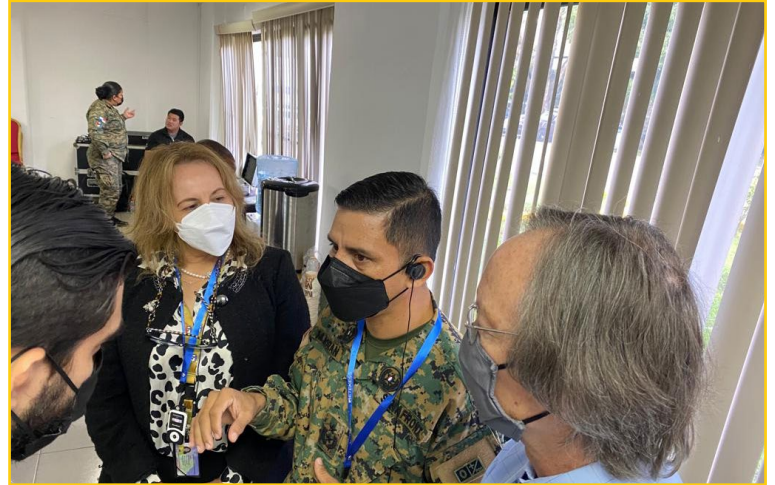
[Priority Intelligence Requirements](#)

Many intelligence officers struggle to use priority intelligence requirements to successfully collect information and inform decisions. This report outlines several key, and yet simple, steps officers can take to immediately impact their unit's success.

LESSONS LEARNED PROGRAM DEVELOPMENT SEMINARS

Panama

Two CALL military analysts conducted a Lessons Learned Program Development Seminar with the Panama National Border Service (SENAFRONT) in April in Panama City, Panama. The 1st Security Force Assistance Brigade (SFAB) requested CALL's support through the U.S. Office of Defense Cooperation Panama. The engagement provided U.S. Army South with another venue to maintain access and expand presence in the region. The seminar focused on the U.S. Army Lessons Learned Program methodology, processes, and procedures and how its application may advance SENAFRONT's plan to establish a lessons learned center. Key attendees included Commissioner Luis Trejos (major general equivalent), deputy SENAFRONT Director General; Mrs. Loida, Strategic Communications and Program Development director; Sub-Commissioner Moises Moran (colonel equivalent) Lessons Learned Center and Doctrine director; sub-commissioners from across five brigades; representatives from intelligence and logistics schools; and a representative from the SENAFRONT Training Directorate. Seminar outcomes included increased interoperability and common doctrinal language between the U.S. and Panama, and enhanced mutual readiness in countering common threats to support regional stability. In November 2022, CALL is scheduled to return to



Mrs. Loida, SENAFRONT Strategic Communications and Program Development director (left), Sub-Commissioner Moran, SENAFRONT Lessons Learned Center director (center), and Mr. Warman, CALL MAF at U.S. Army South discuss the way ahead during a break at the Lessons Learned Program Development Seminar. (Courtesy Photo)

Panama to assist and mentor SENAFRONT to achieve initial operational capability (IOC) at their lessons learned center.

Guatemala

In May, two CALL analysts traveled to Guatemala City to conduct a Lessons Learned Program Development Seminar with the Guatemalan Army (GTMAR). This



Col. Mendoza, GTMAR G-3 (left), Mrs. Wilkin, interpreter (center), and Mr. Warman, CALL MAF at U.S. Army South, discuss message traffic from the GTMAR Chief of Staff supporting the planned way ahead during a break at the seminar. (Courtesy Photo)

exchange supported the U.S. Army's International Security Cooperation Program and a U.S. Army South-GTMAR ATA. The GTMAR G-3, Col. Marvin Mendoza, led the delegation with a team of 13 attendees from across the operational force and institutional army. Other senior leaders included Col. Jorge Hernandez, commander, 6th Infantry Brigade; Col. Abner Ruiz, commander of the Airborne Brigade; Col. Miguel Perez, commander of the Presidential Guard; Col. Victor De Leon, Quartermaster; Col. Jorge Martinez, Higher Education Command director; Col. Edmer Chen, Theater Management Center director; and Col. Marvin Mendoza, National Defense Staff Operations director. During this three-day event, CALL provided presentations and facilitated discussion on the U.S. Army Lessons Learned Program and how it may apply to and benefit the GTMAR. CALL seminars are a proven low-cost/high-impact method to maintain access and expand U.S. Army presence in the region, while building trust and strengthening partnerships resulting in enhanced interoperability and mutual readiness. Seminars also provided an excellent venue to share lessons and best practices between armies. In the future, a series of virtual planning meetings will be conducted to support advancements and monitor progress.




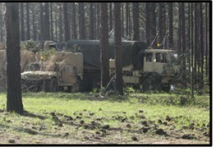


JOINT READINESS TRAINING CENTER

The Joint Readiness Training Center (JRTC) provides relevant, rigorous, multi-echelon training to brigade combat teams (BCTs) in preparation for LSCO on the decisive action battlefield against a near-peer threat with multidomain capabilities while maintaining interoperability with our 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. The goal is to provide digestible products that resonate at multiple echelons and warfighting functions throughout the force.

COMMON OPERATIONAL PICTURE

A notable area that BCTs continue to struggle with is establishing their common operational picture (COP) and then operating off that COP. Units are challenged when transitioning from battle tracking to "fighting" products in support of LSCO.

 	<p>"Tracking"</p> <ul style="list-style-type: none"> • Logging Events • Forwarding resource requests • Recording Metrics • Tracking Patterns • Approving/Vetting CONOPS • Reporting to Higher • Static, complex CPs 	<p>"Fighting"</p> <ul style="list-style-type: none"> • Analyze & distill inputs/information • Provide and manage resources • Synchronize and employ assets in response to inputs • Continuous targeting (simultaneous planning) • Mobile, scalable CPs 	 
<p>Fighting Products</p> <ul style="list-style-type: none"> • Detailed Operational Graphic • Graphical Synch Matrix • Decision Support Matrix with NAI Overlay • Collection Plan • CCIR (PIR, IR, FFIR,), EEFI • Fire Support Execution Matrix • Event Template 	<p>Not Fighting Products</p> <ul style="list-style-type: none"> • PERSTAT • LOGSTAT 	<p>Reports</p> <ul style="list-style-type: none"> • TIC • SALUTE • SALT • PIR • LACE?!?!?!? • Next 24 / Last 24 • How I see the battle field; what I plan to do about it 	



STRONG POINT HUFF

In another effort to correct a long-running trend, the JRTC has constructed a company-sized strong point in hopes that BCTs will employ their joint fires to negate its reinforced positions while providing an additional opportunity for the proper employment of breaching fundamentals. Strong Point Huff is named after CSM Paul B. Huff who was awarded the Congressional Medal of Honor for his actions in Italy in 1944 with the 509th Parachute Infantry Regiment. It was christened on 14 June 2022 and will be ready for July's rotation.

BRIGADE COMBAT TEAMS IN LSCO (CAC login required)

The purpose of this smartbook is a continuation of the previous effort on helping make IBCTs better units and succeed in decisive action as well as give current "best practices" for success in LSCO. This is a supplement to the [LSCO at the JRTC](#) smartbook.



JOINT READINESS TRAINING CENTER, cont.

CAVALRY OPERATIONS IN LSCO (CAC login required)



- *Reconnoitering for Success – Cavalry Squadrons at the JRTC* is a compendium that covers a wide variety of topics including, but not limited to, applicable resources, latest BCT challenges, reconnaissance methods, security techniques, command and control operations, logistics, and best practices.
- *Characteristics of a Successful IBCT Cavalry Squadron in Large-Scale Combat Operations* takes a hard look at problems units face in

conducting the information collection – fires rehearsal in a high-tempo operational environment, such as seen during LSCO or decisive action training environment rotations at the CTCs.



NATIONAL TRAINING CENTER

The National Training Center (NTC) had some great rotations over the past few months. In particular, rotation 22-06 with the 2nd Brigade, 1st Cavalry Division, was linked and part of the Global Defender Warfighting Exercise. Likewise, the 3rd Cavalry Regiment from Fort Hood, TX, finished its rotation in May as part of 22-07. Looking to the future, in addition to the regular rotations, there are some unique training events happening this year. In November, NTC will support the 2d Infantry Brigade Combat Team (IBCT), 25th Infantry Division, and host a portion of Project Convergence '22 shortly after that event.

One of the lessons NTC would like to communicate with the force is transitions from movement to maneuver. The combined arms battalion uses combat formations to allow the battalion (BN) to move in the area of operations (AO) in a posture suited to the commander's intent and mission. The BN may employ a series of combat formations during the course of an offensive operation, each with its own set of advantages and disadvantages. The combined arms battalion uses the combat formations in conjunction with three movement techniques: traveling, traveling overwatch, and bounding overwatch. Based on the chance of enemy contact, the commander selects the appropriate movement technique that limits the unit's exposure to enemy fire, and positions the unit in a good formation to react to enemy contact. Contact with the enemy is made with the smallest force possible to allow the majority of the platoon/company/battalion freedom to maneuver against the enemy.

Units at the National Training Center are challenged with effectively determining the probable line of deployment and line of contact. Units have been experiencing this first-hand during their initial movement to contact. Assault and battle companies receive direct/indirect fire prior to the BN's templated probable line of contact resulting in the battalion ordering a halt to movement resulting in additional tanks destroyed or immobilized in the open. The planning for probable line of deployment and line of contact is a shared responsibility between the battalion S-3 shop (battalion scheme of maneuver) and battalion S-2 (enemy situation template [SITTEMP]). It is essential for combined arms battalions and companies to train the transition from movement to maneuver, especially the planning triggers, movement formations, movement techniques, and spacing for units at home station. The land for such operations may not be available, but the same result can be achieved through the use of the Close Combat Tactical Trainer.



MISSION COMMAND TRAINING PROGRAM

In April, the Mission Command Training Program (MCTP) completed WFX 22-4 as part of the greater Exercise Global Defender 22. This exercise showcased modernization through the integration of a Joint Warfare Assessment and the synchronization of a live CTC rotation with the WFX. In June, MCTP conducted WFX 22-5 for the 10th Mountain Division at Fort Drum, NY, and the 38th Infantry Division at Fort Campbell, KY. CALL observation of this exercise yielded several 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). Lastly, MCTP has been steadily planning for WFX 23-1, taking place at the beginning of the next fiscal year. As part of this exercise, CALL intends to send a robust collection and analysis team to help identify lessons, best practices, and challenges in planning and executing multi-domain, LSCO at the corps and division levels.



JOINT MULTINATIONAL READINESS CENTER

CTC Sustainment Leader Development

By LTC A. J. Bame

U.S. Army CTC guest OC/T opportunities grow future company-grade noncommissioned (NCO) and commissioned officers. Two tenets of individual growth, leadership development and tactical proficiency, require relentless effort and constant repetition. A CTC delivers both, especially to a guest OC/T.

Each guest OC/T at the Joint Multinational Readiness Center (JMRC) is embraced as though they are a future Army leader. Upon reception to Hohenfels Training Area, guest OC/Ts spend one week at the OC/T Academy, in a classroom environment learning the exercise procedures and establishing the basic guidelines for the conduct of the rotational training unit (RTU). They learn to be an extra set of eyes and ears for the permanent OC/Ts; they also gain a set of proverbial tools for their experiential kit-bag, some of which they will pass on to the RTU during the rotation. Guest OC/Ts are then assigned a team (commonly known as a critter team), which is employed to provide evaluation and lessons learned across a wide variety of military occupational specialties, for the RTU.

Logistics Soldiers, as an example, are received by the Adler Team. The Adler OC/T Team teaches and mentors leaders and staffs of brigade support battalions, combat sustainment support battalions, and multinational partners, preparing them to provide logistic support in austere environments during the conduct of unified land operations. Within the Adler Team, there are a variety of positions ranging from medical, to distribution, to maintenance, and guest OC/Ts can range in rank from staff sergeant to captain.

The leadership experience a guest OC/T receives is vast. A guest OC/T will witness Soldiers in the RTU operate under some of the most extreme circumstances. The RTU will be wet, cold, dirty, exhausted, and yet still fighting. All the while, a guest OC/T maintains an informed perspective with situational awareness able to observe, record, and reflect on the RTU leadership's actions. A guest OC/T will have a front row seat to what ADP 6-22 (Army Leadership and the Profession) defines as "leadership in practice".

Additionally, a guest OC/T will work with NCO and commissioned officers with a wealth of experience. All captains and majors at a CTC have completed their key developmental (KD) time. The NCOs may also be KD complete and have dozens of CTC rotations worth of experience. In the case of the Adler Team at JMRC, the guest OC/T officers are offered a one-on-one counseling with senior members of the team following each rotation. This opportunity affords the guest OC/T time to discuss things they didn't understand during the rotation, or other topics such as officership and the profession.

Tactical proficiency is the other growth opportunity by serving as a guest OC/T. A guest OC/T will observe the RTU through the military decision-making process, the operations process, command post operations, logistic support activities, convoy operations, cyber and electromagnetic activities, engagement area development, tasks associated with the defense and offense, as well as dozens of others. The free repetition this provides is invaluable to those NCOs and officers.

continued on page 8

JOINT MULTINATIONAL READINESS CENTER, cont.

In addition to the aforementioned, fieldcraft is a key tactical lesson learned for the guest OC/T. They will observe Soldiers living in the field, uniform trends, how Soldiers camouflage themselves and equipment, how they observe noise and light discipline, tactical field feeding, and field weapons maintenance. They'll discover tactics, techniques, and procedures (TTP) for setting up command posts, sleeping areas, perimeter security, operating rotational guard, employment of key weapon systems, as well as a host of other crafty behaviors that are often not recorded, but rather passed down through the generations.

It is commonly agreed that professional reading multiplies the speed of experience and insight. A reader can harvest the experience of several authors in hours or days, rather than a lifetime. In the same way, through observing the experiences of others, a guest OC/T at a CTC is an experiential combat multiplier. Every guest OC/T to the Adler Team returns to their parent unit having grown their professional network, carrying a kit-bag full of TTP, and having made significant gains in their leadership skills and tactical proficiency.

NEWS YOU CAN USE...

Combined Arms Center @USACAC · Jul 5
If you're just tuning in or you've missed previous threads in this series, you can find them all saved on this account under Moments or with this direct link

WHY WE FIGHT -- 1942

Cobra Team at NTC @Cobra_NTC · 20h
Chaaasge!

As part of their Live fire, the Ghostriders of 2-104 CAV, 56 SBCT, conduct a rapid and forceful zone reconnaissance before the transition to a screen to provide early warning and prevent the DTG and BTG reconnaissance forces from disrupting the brigade's defense.

2,695 views

U.S. Army Combined Arms Doctrine DL @USArmyDo... · Apr 29
Breaking Doctrine - FM 7-0: Training the Force, is now posted to the Apple and Google podcast sites. The episode features BG Charles Lombardo, Commander, CAC-T; COL Paul Callahan, Director, TMD; and Mr. Bill Brosnan, the author of FM 7-0:
podcasts.apple.com/us/podcast/...
@MCTPFTLVN

The Army Leader Exchange Retweeted
Mission Command Training Program @USARMYMCTP · May 17
Two heavy-weight doctrine publications just came out — FM 5-0, Planning & Orders Production, and FM 6-0, Command & Staff Organization & Operations. They're available for download here: go.usa.gov/xueEY

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EXECUTE TODAY

CulturalX Culture – This article introduces the definition of culture, discusses how culture is either built or manifests on its own, and analyzes the pillars necessary to build or change a unit culture.

Three Exercises to Boost Your Team's Creativity – Creativity training begins with "divergent thinking," a process of generating many ideas. (CAC ENABLED) Many intelligence officers struggle to see priority intelligence requirements (PIRs) – (CAC ENABLED) Many intelligence officers struggle to see priority intelligence requirements (PIRs) – (CAC ENABLED) This report from the Center of Army Lessons Learned (CALL) outlines several key, and yet simple, steps officers can take to immediately impact their unit's success.

10 Rules for the Iron Maid – Timeliness advice offered for new field grade officers, especially relevant for the incoming Command and General Staff College class.

The Art of Feedback: Vite! Tazh! You! – (PODCAST) The organizational need to accomplish the bureaucratic process of evaluating a team and fixing what a team is overlooking the overall process of actual individual development, of taking time developing counseling making someone better at that individual level.

Army Topics Hubspot (A7H) Email List Lookup Tool – This tool provides junior leaders with a second set of qualification information and assist this form account in specialized training. Changes help update Soldier records in DTMS, and it also registers in Army courses.

Just provides and individual's self-development by growth, development, and continuous learning and of learning resources.

Fights with tailored materials for every learner.

Just fights with tailored materials for every learner.

May is not aspirational, objectives or useful thinking." (CAC ENABLED) This article is a must-read.

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Joint Lessons Learned Information System [JLLIS](https://jllis.army.mil)