



CALL INSIDER

1st QTR, FY23



## National Training Center

The National Training Center (NTC) has been very proactive over the past few months with hosting Project Convergence (PC) 22 and the support of Joint Pacific Multinational Readiness Center (JPMRC) Rotation 23-01. PC 22 experimentation incorporates technologies and concepts from all services and multinational partners, including in the areas of autonomy, augmented reality, tactical communications, advanced manufacturing, unmanned aerial systems and long-range fires.



A Vision 60 Ghost Robot scouts the surrounding area during Project Convergence 22 at Fort Irwin, California (Photo by SPC Lessite Canales)

The National Training Center supported the Army Futures Command (AFC) and the Joint Modernization Command (JMC), who were the proponents responsible for PC22. Supporting PC22 required NTC to plan and coordinate with JMC, AFC, III Corps, and multinational partners. It also included two communications exercises before the actual experimentation phase. Throughout the scenario, NTC supported in various ways,

including providing installation resources, observer coach/trainer (OC/T) coverage to experimental units, and staff to support in the experimental units' data capture to name just a few. There is no question that the National Training Center was a key player in making PC22 a success. During the same time, Operations Group sent more than 400 personnel to Hawaii in support of training the 2nd Infantry Brigade Combat Team (IBCT), 25th Infantry Division, during JPMRC rotation 23-01.

Communicating with the force is also one of NTC's priorities. Of note, NTC just published a handbook called, [\*Combining Arms in the Close Fight\*](#), which builds upon NTC Operations Group's May 2021 publication, *Mastering the Fundamentals: For BCT and Below Formations*. This new publication (digital/hardcopy) can be found or ordered on the CALL website. In the near future, NTC will also be producing Tactical Talks that consist of 10 to 15-minute instructional briefs on a fighting product or standard operating procedure (SOP). Some potential topics include areas in Signal, Intelligence, Reconnaissance, Logistics, Brigade Combat Team (BCT) Level Operations, Brigade Engineer Battalion Operations, and Fires.

Operations Group is also creating their own podcast on Apple, consisting of 20 to 30 minute discussions of NTC trends in an interview format. Potential topics include NTC Trends with the Commander of Operations Group, Command Post Functions, Survivability, Fighting with Fires at NTC, Operational Maintenance, Fighting in Multiple Domains at NTC, Why does the Opposing Force (OPFOR) Win?, and BCT Communications in Large-Scale Combat Operations (LSCO).



### DIRECTOR'S CORNER

Welcome back from the holiday festivities! I hope everyone took time to reflect on all the outstanding accomplishments during the past year and recharge their batteries for what is shaping up to be a busy 2023 for the Lessons Learned Community.

LTG Beagle chaired his first Army Lessons Learned Forum (ALLF) General Officer Steering Committee (GOSC) this past October, and I believe it was a big success. Going forward, I anticipate some format and topic changes to ALLF GOSCs that will enable the Combined Arms Center (CAC) to continue to drive change in the Army.

CALL's priorities at the start of the new year include our continued collection and analysis of observations from the conflict between Russia and Ukraine. We will expand our aperture in this focus area to include the Security Assistance Group – Ukraine (SAG-U) operations early in the 2QTR, FY23. The next priority is Warfighter Exercise 23-4. The HQDA EXORD for this Multinational Interoperability exercise directs CALL as the lead for collecting lessons and reporting key findings and observations. Finally, CALL will also retain its priority focus on the Division Cavalry Squadron Pilot to inform the Army's modernization effort.

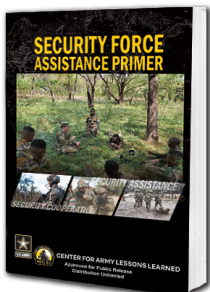
The new year also brings some changes in the way CALL helps drive change, specifically in the way we disseminate information. Our first run with audiobooks should be posted to the Central Army Registry by the end

of this month. We are also developing a company-level podcast to engage junior leaders on issues relevant to their echelon in a format they are very comfortable with. Please like, share, and recommend our products on social media platforms and through personal leader engagements.

We aim to maximize CALL's awareness to get useful and relevant information to our Soldiers at home and abroad. Please note that CALL has transitioned its restricted website to a cloud-based environment within MS Teams/SharePoint Online, making it more resilient and aligned with the Army's Data Plan. More information is discussed in the "*CALL Microsoft Teams Migration*" section of this newsletter. Additionally, our team has been working diligently to resolve issues and improve the end-user experience. We are open to feedback to help identify possible friction points and streamline our process.

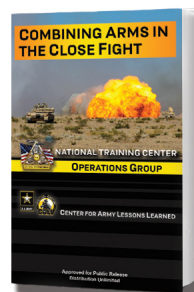


### RECENT PUBLICATIONS



#### [Security Force Assistance Primer](#)

The intent of this primer is to review how the Army provides trained and ready Security Force Assistance (SFA) capabilities for combatant commands' (CCMD) security cooperation (SC) programs and related activities coordinated through their theater armies. The principal audience for this primer is theater Army SC planners, division and brigade leaders and staffs, and Soldiers assigned or attached as advisors to brigades that execute SFA missions or echelons above brigade accomplishing the same missions. [Public Release](#)



#### [Combining Arms in the Close Fight](#)

Operations Group, National Training Center (NTC) created this publication to assist units in combining arms to win on the battlefield and is organized into three sections. Section I offers 3 foundational concepts and 18 critical tactics, techniques, and procedures (TTPs) that offer "a way" to think about how to combine arms. Section II focuses on brigade combat team (BCT) sustainment and describes why and how units should design their concept of support and logistics architecture. Section III also offers a series of hard problems for units to consider as they train for large-scale combat operations (LSCO). [Public Release](#)

### Publications Continued

#### [Data-Enabled Decision-Making \(CAC required\)](#)

The U.S. Army must exceed the pace of our adversaries at the ability to exploit and process data to drive decision making; decision making then becomes the focal point for why data is critical. The decisions that need to be made should be used to determine the warfighter's data needs and not the reverse.

#### [Best Practices for Establishing an Installation Counter-Unmanned Aircraft System \(C-UAS\) Program \(CAC required\)](#)

This article aims to familiarize installation commanders and staffs with basic concepts and best practices that can accelerate establishment of a Counter-Unmanned Aircraft Systems (C-UAS) program.

### Upcoming CALL Audiobooks

Building Cohesive Teams  
The First 100 Days of Platoon Leadership  
The First 100 Days of Company Leadership

Commanders and Staff Guide to Rehearsals  
How to Master Wargaming  
Preparing for Large Scale Operations

### CALL Microsoft Teams Migration

The CALL team has successfully completed its restricted website transition. The modernization of Army information technology brings the essential elements of elasticity, resiliency, broad access, efficiencies, secure computing platforms, data standardization, and compliance tools.

Collectively these elements will ensure CALL delivers the right information, to the right consumers, at the right time.

To join the new CALL restricted site, authorized personnel can follow the link below:

[Restricted SharePoint site](#)

Once added to the team, you'll receive a welcome e-mail message with directions to access/navigate the site.

Currently, non-Army personnel (sister services, etc.) will need to request access through the CALL RFI Manager at:

[Email Request](#)

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### Mission Command Training Program Liaison Officer

Since the beginning of the fiscal year, the Mission Command Training Program has completed two Warfighter Exercises (WFX).

In October, MCTP completed WFX 23-1 for I Corps in Joint Base Lewis-McCord, WA. WFX 23-1 was unique because it was based on a Pacific Theater scenario and included amphibious operations that challenged the Corps and training Divisions. MCTP also conducted WFX 23-2 in November for the 3rd Infantry Division at Fort Stuart, GA.

CALL observation of these exercises yielded several corps and division-level best practices and highlighted various challenges posed by a peer-level threat in large-scale

combat operations. CALL's Post Exercise Reports are available on the Joint Lessons Learned Information System (CAC required): [JLLIS Link](#)

MCTP will publish its next WFX Key Observations Bulletin this quarter.

MCTP has also been heavily invested in planning WFX 23-4 and completed its Final Event Planning Conference in December. In addition, MCTP will conduct a robust lessons learned collection during WFX 23-4 in support of a HQDA Interoperability EXORD.



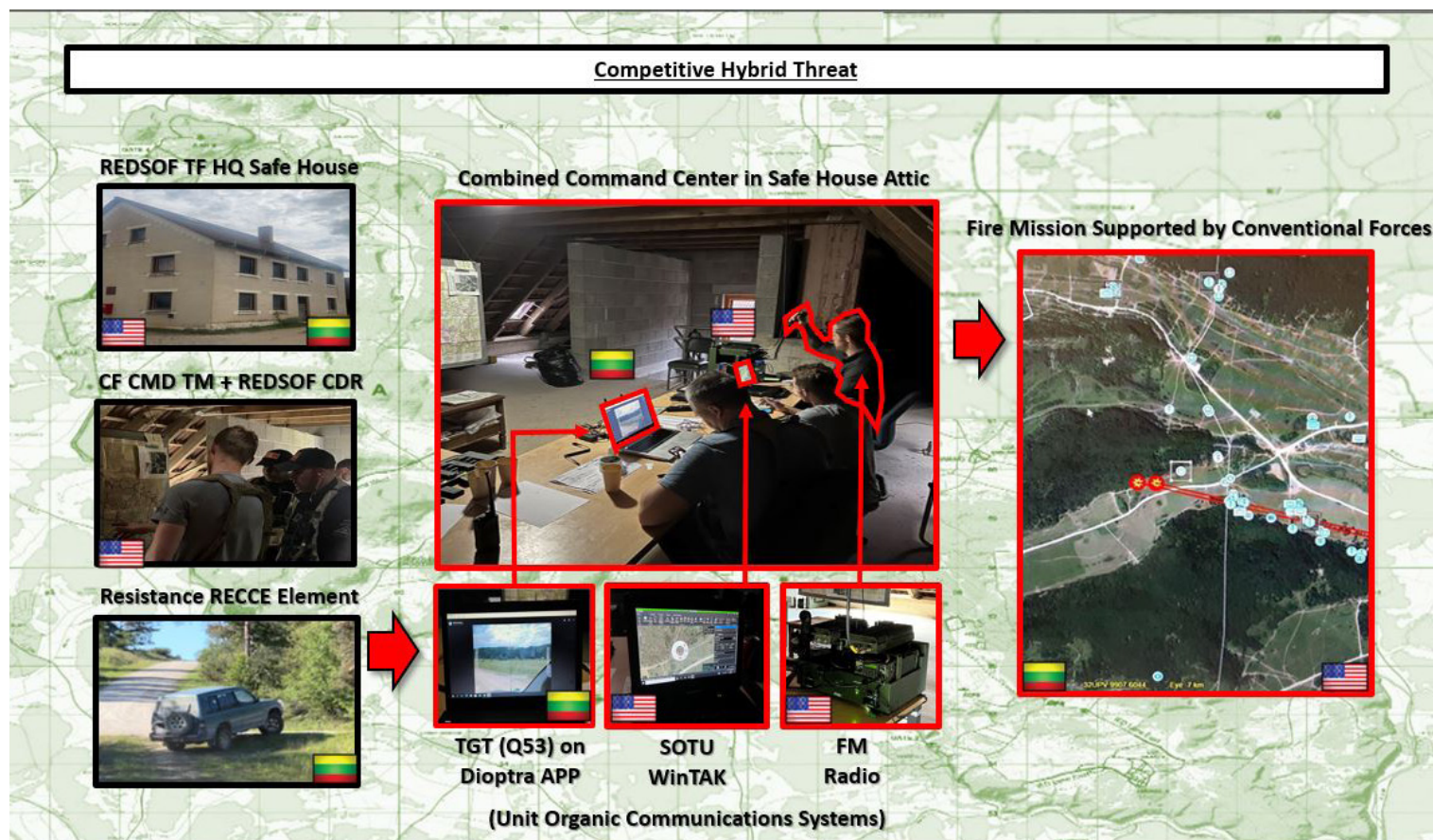


## Joint Multinational Readiness Center Integration of REDSOF at JMRC

The Joint Multinational Readiness Center (JMRC) delivers realistic and relevant exercises to training audiences by adapting its operational environment (OE) to match the European theater security environment. Since June 2022, U.S. military special operations forces and multinational territorial defense and resistance force elements across Europe have received training at JMRC by being incorporated into the traditional opposing force (OPFOR) task organization.

OE to the theater informed security environment. During Combined Resolve XVII in June 2022, a combined unit consisting of elements from 10th Special Forces Group and Lithuania's reserve territorial defense unit, provided a new dynamic to the realistic training environment.

JMRC realigned its civilian architecture to allow the Lithuanian resistance elements to be immersed in the OE and operate from urban areas with assigned roles and personalities before the hostilities.



Sequence of events detailing REDSOF planning, reconnaissance, target acquisition, and relay of fire mission data on systems to the 1st Battalion, 4th Infantry Regiment in order to destroy a target during an exercise. (U.S. Army infographic by MAJ Jared Tomberlin)

When the Russian Federation invaded Ukraine in February 2022, JMRC took note of how quickly reserve elements and the untrained civilian populace integrated with the Armed Forces of the Ukraine, especially regarding the successful implementation of resistance warfare in their collective defense.

Within three months of the Russian invasion, JMRC introduced the first REDSOF Task Force in order to adapt its

Special Forces elements were then introduced to train, task organize, and plan alongside the resistance force. Further REDSOF coordination with the dedicated conventional OPFOR, 1st Battalion, 4th Infantry Regiment, allowed JMRC to provide the BLUFOR BDE training audience the complex threat of a near peer conventional force combined with real-world resistance and special purpose forces. The introduction of REDSOF has connected the division deep fight to the brigade close fight in a competitive, realistic,

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and challenging hybrid manner in which units are exposed to the cultural, technical, and language challenges provided in a multinational environment.

The REDSOF concept allows special operation forces, multinational territorial defense units, and resistance forces to accomplish training objectives in accordance with national defense plans for auxiliary, underground, and guerilla activities. Further, the concept provides an innovative environment to train U.S. and multinational special operations and reserve elements to integrate alongside conventional ground forces.

JMRC's integration of REDSOF takes into account the Large Scale Combat Operation (LSCO) considerations

of resistance warfare. JMRC is looking into including a BLUSOF along with a REDSOF element for future exercises that allows units on both sides of the exercise to train with and against organizations they are likely to encounter in LSCO.

NATO Allies and partners to include the Republic of Georgia, Latvia, and Hungary have committed to attending future exercises with national guard and reserve resistance units due to the intrinsic value of implementing JMRC's REDSOF concept.



### U.S. Army South Exercise Southern Vanguard 23

The CALL Military Analyst Forward (MAF) at Fort Sam Houston, TX deployed with an element from U.S. Army South to Tolima Military Base, Colombia, collected lessons/best practices, conducted key leader interviews, and worked alongside the Colombian Army Lessons Learned Center at Exercise SOUTHERN VANGUARD 23, 4 to 18 November 2022.



U.S. and Colombian Army Soldiers pose together after the closing ceremony at Exercise SOUTHERN VANGUARD 23 in Colombia (Photo by U.S. Army South PAO)

Exercise SOUTHERN VANGUARD is a cornerstone for U.S. Army South to 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, the exercise is proving to have an operational impact at the Army-to-Army level. This rotation was comprised of 130th Infantry Regiment, 33rd Infantry Brigade Combat Team (ILARNG) working shoulder to shoulder with Colombian Army Soldiers formed under a battalion-level Combined Task Force.

Additionally, the 1st Battalion, 54th Security Force Assistance Brigade (GAARNG) was keenly positioned at multiple echelons, providing their doctrinal mission to "Assess, Train, Advise, and Assist" the foreign security force. Colombian and U.S. forces executed weapon familiarization lanes and medical evacuation training, culminating in a combined maneuver exercise. Currently Brazil, Peru, and Chile have committed to and are scheduled to conduct this combined training event with the U.S. Army through FY28. In the future, U.S. Army South may expand participation to include additional countries.

This series of exercises is built to enhance relationships, promote mutual military readiness, and to increase interoperability between the United States and Western Hemisphere forces.



## ARMY LESSONS LEARNED PROGRAM UPDATE

### FY24 Army Lessons Learned Synchronization Workshop (ALLSW)

CALL will host the Army's annual Army Lessons Learned Synchronization Workshop from 28 to 30 March 2023 using the A365 Teams platform.

The workshop will include representatives from Joint and Army staff, Army Commands (ACOMs), Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), Centers of Excellence, and sister services – generally well over 100 attendees from 40+ organizations for the annual 3-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
- (4) Assess the overall Army Lessons Learned Program to enhance effectiveness

COL Scott Mueller, CALL director, shared the initial workshop invitation with primary Joint and Army organizations in mid November. We will send an invitation with the registration guidance and updated information by January 31, 2023.

### CONNECT WITH CALL



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