

2023 FY

3rd QTR

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

3rd QTR, FY23



DIRECTOR'S NOTES

As we leap from Spring to Summer, the heat is on, and we have an extensive plan to keep the sizzle going. Our collection and analysis teams (CAATs) have been actively engaged in the European, Indo-Pacific, and African regions for various exercises, and collaborated with the Polish Army's Lesson Learned Center in Bydgoszcz, Poland, to develop a combined handbook. The handbook will focus on operating in Poland to foster cooperation and facilitate knowledge exchange. It has been a busy time for our CAATs, and I'm confident that their extensive work and expertise will enhance U.S. Army readiness and effectiveness in future operations.

CALL hosted its annual Army Lessons Learned Synchronization Workshop (ALLSW) from May 23-25, bringing together over 150 attendees from more than 70 joint, sister Service, and Army organizations. The ALLSW integrated, synchronized, and prioritized Army collection efforts for the fiscal year (FY) 2024. Building on the cooperation and generated momentum, we are currently staffing the FY24 Army Lessons Learned Annual Plan (ALLAP), scheduled for completion later this year. The ALLAP is a blueprint for capturing valuable insights and driving continuous improvement throughout the upcoming FY. The information derived from the ALLAP will empower leaders to make decisions grounded in data and information gathered from exercises and operations in our ever-changing environment.

Just in time for the hotter weather, CALL published a [*Holistic Health and Fitness \(H2F\): Soldier Readiness System handbook*](#), written by the U.S. Army Center for Initial Military Training (USACIMT). This handbook is a compilation of lessons learned and best practices from engagements with 28 H2F active-duty resourced brigades. The valuable information serves as a guide to help incorporate techniques and procedures proven to build an effective H2F program.

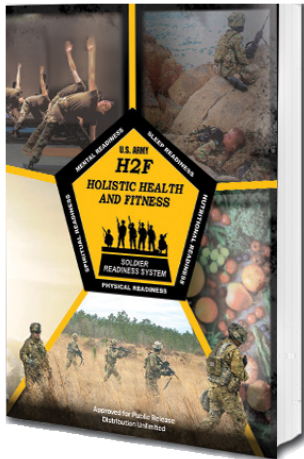
To keep the momentum going on the temperature centric theme, upcoming hot new releases from CALL include the update to 15-06 MDMP Handbook. Keep an eye on our MS Teams and social media platforms for the latest information on this and future publications.

Our people are the essence of any organization. They are invaluable to achieving our mission and driving Army change. As the weather gets warmer during the travel season, remember your safety briefs, and take protective measures to keep yourself and your loved ones safe during the coming months. Because without you, we cannot Drive Change or Forge Victory!



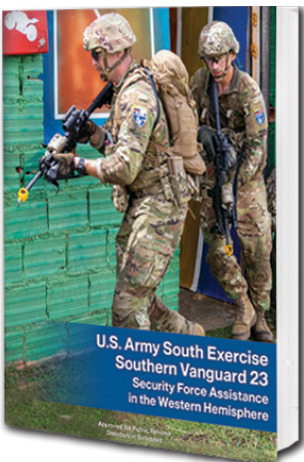
COL Scott Mueller

RECENT PUBLICATIONS



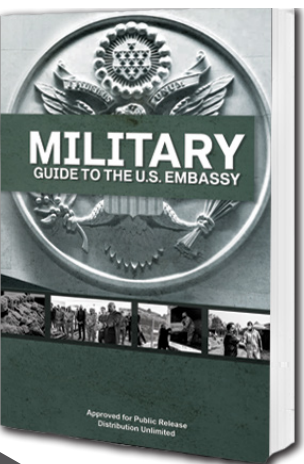
[23-06 Holistic Health and Fitness - Soldier Readiness System](#)

This handbook is a compilation of Holistic Health and Fitness (H2F) best practices and lessons learned gathered by the U.S. Army Center for Initial Military Training (USACIMT) based on engagements with H2F-resourced brigades in the active component (AC) to facilitate future implementation of the H2F System.



[23-794 U.S. Army South Exercise Southern Vanguard 23 - Security Force Assistance in the Western Hemisphere](#)

The U.S. Army South (USARSOUTH) Southern Vanguard series of exercises is built to enhance relationships, promote mutual military readiness, and to increase interoperability between the United States and Western Hemisphere forces. This annual exercise is a cornerstone for USARSOUTH to establish the foundation for lasting integrated deterrence with select partner nations across the U.S. Southern Command (USSOUTHCOM) area of responsibility (AOR).



[23-05 Guide to the U.S. Embassy](#)

This handbook intends to improve Department of Defense (DoD) interactions with foreign service professionals at U.S. Embassies. This includes an understanding of the organization, mission, and culture of the Department of State (DoS), the United States Agency for International Development (USAID), and the interagency staff at U.S. Embassies.



[23-758 Staff Facilitation of Commander Decision-Making in LSCO](#)

Recent observations across multiple warfighters have shown that staff processes often fail to meet the necessary information requirements that facilitate the commander's decision-making. This article examines how military staff personnel develop CCIR and suggest an alternative approach to CCIR development based on observations across multiple warfighter exercises.

[23-780 Assessment: The Hardest Part of the Operations Process](#)

The purpose of this paper is not to introduce any new concepts or techniques. Instead, it is intended to provide a relatable vignette to clearly illustrate the risks of not following well-established doctrinal processes for conducting continuous assessments throughout the Operations Process. The author's hope is that the white paper illuminates the importance of tactical assessments much better than merely reading doctrinal publications.

[23-793 Out With the Old: Divestiture Lessons from 3ID Modernization](#)

During 3ID's modernization, the unit identified three critical actions required to increase the efficiency of the divestment process. These critical actions include identifying stakeholders and turn-in processes prior to divestment, establishing comprehensive and continuous maintenance practices, and leveraging support external to the divesting unit. This article details the lessons learned by 3ID while divesting their equipment.

RECENT PUBLICATIONS (continued)

[23-765 Valiant Shield 22 Post-Exercise Report \(CAC Required\)](#)

Valiant Shield (VS) is a series of joint exercises that focus on U.S. force integration into operational plans. These exercises occur every two years in U.S. Indo-Pacific Command's (USINDOPACOM's) area of responsibility (AOR). This report covers planning of VS 22, as well as the exercise's execution from 9 to 18 June 2022. It includes insights gained during exercise planning and while observing Multidomain Task Force 1 (MDTF-1) from Joint Base Lewis McChord (JBLM) during execution.

[23-788 Warfighter Exercise \(WFX\) 23-2 Post Exercise Report \(CAC Required\)](#)

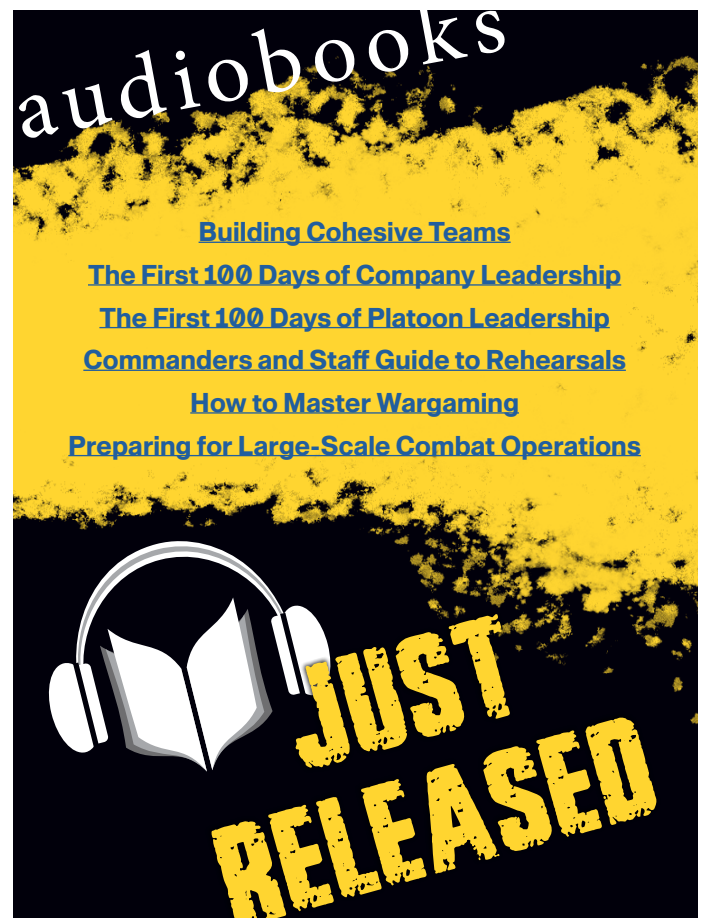
Two divisions conducted a 10-day command post exercise, simulating multidomain, large scale combat operations (LSCO) in the European theater against a Tier I/II opposing force. A CALL Collection and Analysis Team (CAAT) observed WFX 23-2 from 04-14 November 2022 to identify challenges, issues, gaps, and effective techniques/practices in planning and executing multidomain and large scale combat operations at the division-level.

[23-799 5-4 Air Defense Artillery Regiment support during 2nd Infantry BCT/101st Airborne Division CALFEX \(CAC Required\)](#)

In December 2022, 101st ABN DIV conducted a combined arms live fire exercise (CALFEX) at Grafenwoehr Training Area, Germany. The exercise was known as OPERATION BAYERN STRIKE, where the Brigade executed combined arms training at the company level and incorporated all available enablers to best simulate multidomain operations in future periods of armed conflict. 5th Battalion, 4th Air Defense Artillery Regiment (ADAR), stationed in Ansbach, Germany, supported the STRIKE Brigade with their first opportunity to integrate new air defense capabilities.

[23-802 Agile Command and Control Wins at JRTC](#)

The article Agile Command and Control Wins at JRTC provides a viewpoint of a Task Force senior Observer Coach Trainer (OC-T) at the Joint Readiness Training Center (JRTC), Ft. Polk, Louisiana, who, as BN Commander experienced the same errors he observes as an OC-T. Often commanders overlook the importance of command and control (C2) and the need for commanders to communicate a shared visualization and intent to their staff at the main command post (MCP) or the tactical command post (TAC) before they leave and conduct battlefield circulation or other tasks.



NATIONAL TRAINING CENTER



The National Training Center (NTC) continues to prepare units to win the first fight of the modern battlefield by expanding their operational environment during their rotation.

- During rotation 23-06, the 3rd Brigade, 1st Armored Division conducted a rotation that incorporated an air defense battalion and a joint, out of contact, live fire mission at China Lake.
- In rotation 23-07, NTC provided a U.S. Indo-Pacific Command (INDOPACOM) scenario to train the 75th Ranger Regiment in large-scale combat operations. The scenario allowed the Rangers to test their operating concept and challenged them to integrate across domains against a peer threat.
- During 23-08, NTC hosted 1st Brigade, 1st Cavalry Division and served as a proving ground for 1st Cavalry Division to evaluate the Division Cavalry concept.
- NTC also hosted the Armored Brigade Combat Team (ABCT) Leaders' Summit, which brought together division and brigade command teams in a series of seminars and tactical exercises without troops (TEWTs) to share lessons on the changing character of warfare.

NTC is sharing lessons through their *Tac Talk* videos and *Thinking inside the Box* podcasts. The first *Tac Talk* videos covered combined arms rehearsals (CARs), maintenance trends, and operational decontamination. These titles and upcoming videos can be found at the [NTC Operations Group YouTube Channel](#). The "A Way to CAR" episode featured observer, coach/trainers (OC/Ts) discussing CAR techniques while providing viewers actual CAR rehearsal footage with commentaries.

- The first podcast episode, "Thinking Inside the Box" covered recent trends with the Operations Group Commander.
- Episode two, entitled "Enabling Multidomain Operations at the NTC," we interviewed the information operations team on how units can prepare for the electronic warfare, cyber, and space capabilities that NTC replicates.
- The third episode, "Delegating Decision-Making" discusses how units can train and empower leaders through deliberate matrixes and standard operating procedures to enable effective decision-making.



U.S. Soldiers assigned to 3rd Armored Brigade Combat Team, 1st Armored Division board a Boeing CH-47 Chinook during Decisive Action Rotation 23-06 at the National Training Center, Fort Irwin, Calif., March 22, 2023. (U.S. Army photo by Spc. Deshuanta Ramsey, Operations Group, National Training Center)

"Thinking Inside the Box" is available on all podcast streaming services.

NTC also released several other outreach products this quarter to include Leader Training Program trends, newsletters, additional podcasts, 60-second tactical training videos, articles, and other products highlighting lessons and best practices.

If you would like to receive these resources from all the Combat Training Center's (CTC's), you can request to join the [CALL CTC Outreach MS Teams Channel](#) or contact our CALL Military Analyst Forward (MAF):

kevin.m.kreie.civ@army.mil.

“ NTC continues to prepare units to win the first fight of the modern battlefield by expanding their operational environment.”



JOINT READINESS TRAINING CENTER

The Joint Readiness Training Center (JRTC) continues to provide relevant, rigorous, and realistic multi-echelon training to brigade combat teams (BCTs) in preparation for large-scale combat operations (LSCO) on the modern battlefield against a near-peer threat with multidomain capabilities while maintaining interoperability with our unified action partners. The JRTC is the antidote for winning America's first battles because it accounts for distinct traits of current global conflicts while retaining its focus on fundamentals at echelon.

"The last tactical kilometer" is a phrase also known as being able to sustain the fight. Logisticians barely think past the company trains command posts and even more rarely past the company trains. Yet, how do we ensure the Warfighter gets water in their canteen and ammunition in their magazines? The tyranny of distance is a fact of life during LSCO that units need to account for and then overcome. BCTs must perform the math associated with projecting logistical requirements with upcoming operations coupled to accurate forecasting.

Notable keys to success from recent rotations include the following. A unit's ability to learn faster than the enemy is the key to winning. Combined arms maneuver, with appropriate sustainment assets and various enablers across multiple domains, rules the battlefield even in the 21st century. Leaders must identify transitions during operations, then plan against them and resource them appropriately. They also can expect to operate in a denied, degraded, and disrupted operational environment. Overall success on the modern battlefield may not occur all at once, but instead will require leaders to aggregate smaller successes into effects over time and space.

The enemy gets a vote and will attempt to impact every operation and every warfighting function. Enemy motorized and mechanized forces will attempt to overmatch and out-manuever a light infantry brigade combat team (IBCT). They must employ organic anti-armor assets (heavy emphasis on Javelin and TOW-2B missile utilization).



The Crucible – The JRTC Experience. This is a podcast about warfighting and the skillsets necessary for America's Army to fight and win on the modern battlefield.

You can download it across over 15 podcast platforms in audio, and video formats. We have had over 11,000 audio downloads, over 12,600 video views and have reached 86 countries.



Information convergence and mass media campaign.

Using Link-Tree as the hub for our information, end users will be able to follow the link or use a QR code to find the various branches, such as YouTube or Instagram, where we are posting the latest and greatest from the [JRTC Link-Tree](#).

Our goal is to provide digestible products that resonate across multi-echelons and warfighting functions throughout the force. More will follow in the coming months.





JOINT MULTINATIONAL READINESS CENTER

Since Kosovo Forces' (KFOR) inception during North Atlantic Treaty Organization (NATO) Operation JOINT GUARDIAN in 1999, NATO forces conducted peace support operations promoting a safe and secure environment (SASE) and freedom of movement (FOM) in Kosovo. In recent years, KFOR units have been gathering local atmospheric and reporting gray market activities along the Administrative Boundary Line which divides Kosovo from Serbia in peacekeeping vice the peacemaking operations of the early 2000s. This mission set is unique in the current European operational context largely focused on deterrence and large-scale combat operations (LSCO); however, the KFOR mission remains relevant as we look to the Balkans as a venue for potential Russian horizontal escalation and as a long-term investment for NATO.

Operational Relevance: Recent Balkan events, in the context of the ongoing Russo-Ukrainian War, detract from preservation of the KFOR mandate to maintain SASE and FOM and demonstrate how dynamic the operational environment can be. Incidents of Serbian armored personnel carriers and uniformed Serbian armed forces postured on the Serbian side of the Administrative Boundary Line and NATO casualties during kinetic protests in the ethnic-Serbian areas of northern Kosovo, exemplify recent heightened tensions. The security situation in northern Kosovo is fluid and Joint Multinational Readiness Center (JMRC) must be dynamic in its design of the KFOR Mission Readiness Exercise (MRE) executed every nine months in Hohenfels, Germany.

As of June 2023, 32 U.S. units have executed KFOR pre-deployment training in the Continental United States (CONUS) and in Europe before their deployment to Kosovo. Incremental evolutions to the operational environment, and the evolved training techniques, improved units' preparation for the mission. The KFOR MRE certifies and validates the brigade and battalion-level entities assuming the KFOR mission. KFOR rotations at JMRC differ from LSCO exercises in that kinetic activity is a worst-case scenario, but a reality for which units must be prepared.

Flexible Exercise Design: JMRC maintains operational relevancy by ensuring that the training environment best replicates current nuances and operational considerations. The training center maintains open dialogue with U.S. leaders and staff, at echelon, executing the KFOR mission. JMRC also sends a contingent of observer/coach, trainers (OCTs) to Kosovo between KFOR rotations for a site survey to



U.S. Army Soldiers assigned to the 76th Infantry Brigade Combat Team (IBCT), Indiana Army National Guard (INARNG), participate in fire phobia training during Exercise Kosovo Forces 31 (KFOR 31) at Hohenfels Training Area. (U.S. Army photo by Spc. Nicko Bryant Jr.)

orient new personnel on the nuances of the KFOR mission and the operational environment.

The Panther Maneuver Battalion OCTs and Mustang Brigade OCT Teams are empowered with the Atlas Operational Environment Team to design the training environment and the exercise with the Rotational Plans Team.

“As of June 2023, 32 U.S. units have executed KFOR pre-deployment training in the Continental United States (CONUS) and in Europe before their deployment to Kosovo.”

ARMY LESSONS LEARNED HIGHLIGHTS

This quarter CALL hosted the FY24 Army Lessons Learned Synchronization Workshop (ALLSW) on Microsoft Teams from 23-25 May 2023. We appreciate over 150 attendees from over 70 Joint and Army organizations participating robustly over three days. The workshop focused on integrating, synchronizing, and prioritizing the five FY24 Army collection topics (command post survivability, allies, and partners, set the theater, decision dominance, and integrated air missile defense) and 11 Army Collection and Analysis Team (CAAT) exercises. Training and Doctrine Command (TRADOC) G2 provided informative briefings on the Operational Environment (OE), and the Combined Arms Doctrine Directorate (CAAD) briefed on Convergence at echelon. The workshop developed the FY24 Army Lessons Learned Annual Plan (ALLAP), which is currently undergoing official staffing. Headquarters Department of the Army (HQDA) will publish the FY24 ALLAP as HQDA EXORD 288-23 before the end of FY23.

The FY24 ALLAP tasks all Army organizations to integrate the five Army collection topics in their lines of effort and provide lessons (best practices and issues) to CALL. The Army will use the Army Lessons Learned Program (ALLP) Quarterly Program Reviews (QPRs) to share best practices and identify issues across the force. Additionally, the Army will use the Army Lessons Learned Forum (ALLF) General Officer Steering Committee (GOSC) as an issue resolution mechanism and also to inform Army senior leaders on lesson-informed recommendations.

JOIN THE CALL TEAM

Actively Seeking Two
MILITARY ANALYSTS (FORWARD)

- Facilitate establishing and/or executing the supported command's Lessons Learned Program
- Serve as the "face" of CALL to the supported commands
- Conduct collections of lessons learned and best practices
- O-4 to O-6 or SGM (E-9)

Locations:
U.S. Army Central, Shaw AFB, SC
V Corps, Fort Knox, KY

CALLing for Submissions

Do you have a best practice or story to share with the Army and need assistance getting started? CALL has the resources to get you on the right path to getting published. Your publication could be on the next CALL top-10 list!

[CLICK Here for More Information](#)

CALL Public Website
<https://www.army.mil/CALL>

CALL Restricted Website
[Microsoft Teams Site](#)

Joint Lessons Learned
Information System
[JLLIS](#)



CONNECT WITH CALL
CENTER FOR ARMY LESSONS LEARNED
10 Meade Ave., Bldg. 50
Fort Leavenworth, KS 66027-1350
(913) 684-3035

