

CENTER FOR ARMY LESSONS LEARNED

2023 FY

4th QTR



CALL INSIDER

4th QTR, FY23



DIRECTOR'S NOTES

As the scenery changes to the vibrant hues of autumn, indulge in your favorite pumpkin-infused beverage of choice while you catch up on our recent activities.

As we close out Fiscal Year (FY) 2023, CALL's priority effort remains on the Department of the Army's Ukraine Lessons Learned Task Force (HQDA UKR LL TF). CALL is working in direct support to the Department of the Army Management Office-Strategic Plans and Policy (DAMO-SSP) Lead Action Officer by gathering relevant observations, reports, and issues from across the Army, as well as adding our own collection insights, and building a single Joint Lessons Learned Information System (JLLIS) repository for analysis. JLLIS already has over 110 products from various organizations and is being used to highlight issues and recommended actions to Army Senior Leaders (ASL). The HQDA UKR LL TF has already briefed two Army Synchronization Meetings with key insights, and we expect this effort to continue well into FY24. We expect a Training and Doctrine Command (TRADOC) order to be published within the next few weeks to increase Center of Excellence participation in the HQDA UKR LL TF, and urge all members of the Army Lessons Learned Community to get on board the effort, especially if you want your observations and recommendations heard and result in positive change.

We met with the recently confirmed Chief of Staff of the Army (CSA) several weeks ago, and his interest was clearly in how the Army Lessons Learned Program drives positive change across the DOTMLPF-P capability enterprise. GEN George urged us to continue our expansion into digital delivery methods (including audio books) so Soldiers can access content on their personal smart phones. The CSA

also talked extensively about professional writing programs across the Army as a way to increase discussion on shared experiences. You will see a link on our website and SharePoint page – ["Writing for CALL,"](#) which will provide the guidance needed to draft and upload an article for publication.

Speaking of publications, CALL, in close partnership with the Sustainment Center of Excellence, has just published the [Leaders Guide to Maintenance and Services](#). This comprehensive handbook offers a consolidated resource of observations, insights, lessons learned, and best practices to improve leaders' maintenance programs. Additionally, the handbook includes a sample [maintenance standard operating procedure \(SOP\)](#) to provide a practical starting point.

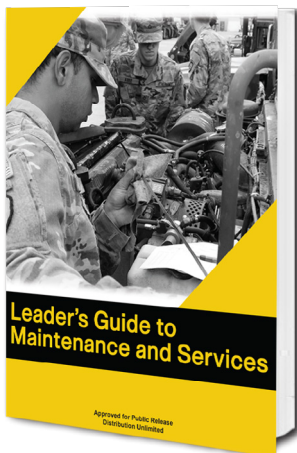
I hope the start of FY24 finds you full of energy from that pumpkin-spice latte you are enjoying through the rest of the 4th Quarter CALL Insider. We have a full slate of important collection missions this year and will gladly integrate your subject matter expertise on a Collection and Analysis Team (CAAT).

Remember, every individual is a catalyst for change. As leaders, we wield the influence to ignite innovation, enhance readiness, and inform modernization. Whether through the digital realm of social media or the timeless art of face-to-face communication, the power to drive change lies within each of us. I implore you to take action today by sharing CALL's wealth of best practices and lessons learned with those who can make a difference.



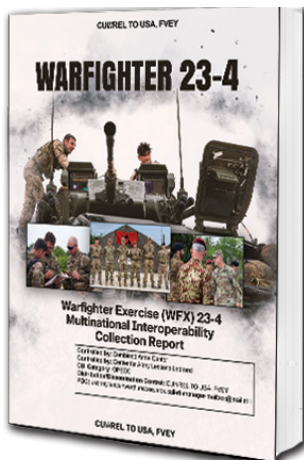
COL Scott Mueller

RECENT PUBLICATIONS



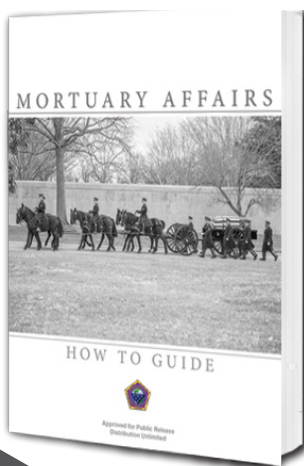
[23-08 Leader's Guide to Maintenance and Services](#)

Equipment readiness and command maintenance discipline are essential for the United States Army to be prepared to fight tonight. Leaders at all levels must understand what the Army maintenance standard is, the factors that degrade equipment readiness, and how to counter those factors through a focused and efficient maintenance program.



[23-796 Warfighter 23-4 \(CAC Required\)](#)

The report provides observations and initial impressions of multinational interoperability (MNI) during WFX 23-4. Specifically, this report concentrates on four priority focus areas (PFAs) that include: Communications Information Systems (CIS) and Information Management, Intelligence Fusion, Digital Fires, and Sustainment.



[23-696 Mortuary Affairs - How-To Guide](#)

This document serves as a basic mortuary affairs (MA) command and staff guide for units within a theater of operations. The DODD 1300.22 Mortuary Affairs Policy and DODI 1300.29 Mortuary Affairs Program, identifies our nation's commitment to return our fallen Servicemembers to their next of kin for final disposition.



[23-823 The Journey Towards Total Army Readiness](#)

This quarterly newsletter aims to showcase exemplary practices, valuable insights, and noteworthy observations derived from the operational experiences of the Ready Brigade while conducting missions to ensure the preparedness of our Reserve Component (RC) partners for executing their designated tasks. The Ready Brigade Observer, Coach/Trainers (OC/Ts) effectively employed Unit Training Management strategies and focused on coaching fundamental warfighting function tasks to furnish well-trained and fully prepared forces for Combatant Commanders.

[23-807 Sensor-to-Shooter: Combining Skyview and Indirect Fire to Deny Enemy Small Unmanned Aerial System \(CAC Required\)](#)

Commercial off-the-shelf (COTS) unmanned aerial systems (UAS) have become a ubiquitous threat on the modern battlefield. While preparing to fight against a peer threat, units often struggle to counter UAS (c-UAS) at the National Training Center (NTC). During a rotation in 2022, a company displayed an effective technique to maximize the capability of the Skyview (SV) system to identify and target COTS UAS launch sites.

RECENT PUBLICATIONS (continued)

[23-828 Fighting the Enemy, Not the Plan: The Target Refinement Board and Agile Targeting in a Multidomain Environment](#)

This article outlines key lessons learned during Warfighter Exercise 23-04 as III Armored Corps (IIIAC) experimented with and ultimately implemented Targeting Refinement Boards (TRBs). Recognized as a best practice by Mission Command Training Program (MCTP) Senior Mentors, the TRB provided the mechanism to recognize changes in the operating environment (OE) and quickly adjust Army and Joint capabilities to improve targeting accuracy.

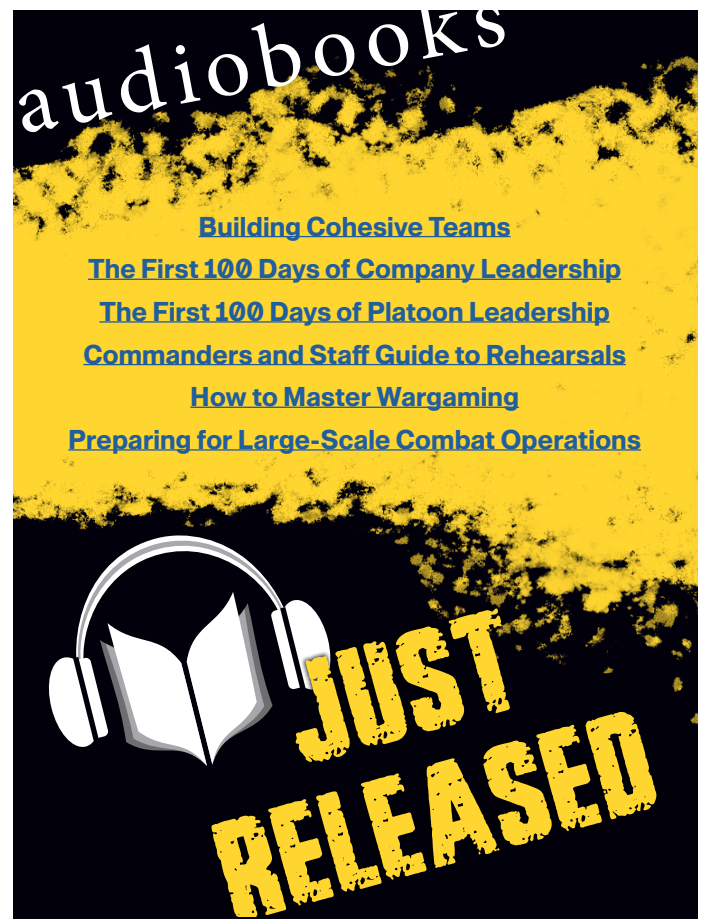


BREAKING BARRIERS: Women in Army Special Operations

U.S. Army Special Operations Command (USASOC) completed a comprehensive study of women in Army Special Operation Forces with the intent to identify and break down barriers to serving in USASOC units. The results provided valuable insight into the attitudes, experiences, and challenges of all USASOC Soldiers. ([Access Here](#))

[23-798 Dynamic Front 23 Post Exercise Report \(CAC Required\)](#)

United States Army Europe and Africa's (USAREUR-AF) 56th Artillery Command (56th AC) hosted Dynamic Front 23 (DF23) from March 18-31, 2023 across three geographic locations: Germany, Denmark, and Romania. DF23 exercised mission command and fires planning through the execution of assembly area operations, artillery maneuver, and live fire exercises (LFXs) that stressed logistics, fires, and communications over space and time.



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NATIONAL TRAINING CENTER

The National Training Center (NTC) continues to train brigade combat teams (BCTs) as well as joint, interagency, and multinational partners to build and sustain readiness to fight and win.

- During Rotation 23-09, the 3rd Cavalry Regiment participated in an Indo-Pacific Command (INDOPACOM) rotation that incorporated a Republic of Korea Army detachment supported by the 5th Security Force Assistance Brigade (SFAB). During this rotation, the 1st SFAB also participated where they trained as advisors to the opposing force (11th Armored Cavalry Regiment)
- During Rotation 23-10, the 1st Brigade, 4th Infantry Division (ID) participated in another INDOPACOM scenario that incorporated an infantry element from Singapore. Additionally, this rotation had special operational forces (SOF) training not only as a partner of the 1/4 ID, but SOF elements were also part of the opposing force (OPFOR). 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 continues to share lessons through their Tac Talk videos and Thinking inside the Box podcast. New videos/podcasts are below.

New TAC Talk Videos

- The [Fire Support Rehearsal](#) video highlights trends seen at the NTC and discusses the fighting products and techniques that will help ensure the integration and synchronization of the fire support efforts and ensure a successful rehearsal.
- The [Signal Operations in the Brigade Engineer Battalion \(BEB\)](#) video provides products, techniques, and best practices that can assist BEBs in unifying their communication plans while supporting BCTs.
- The [Decision Support Matrix \(DSM\)](#) video discusses how to develop the DSM to provide flexibility to a plan by anticipating branch plans that respond to changes in the situation.

New Thinking Inside the Box Episodes

- As [Proactive Counterfire](#) is a focus area for units during the rotation, this episode shares insights on some of the trends observed at the NTC.
- The [Sharing Lessons Learned](#) episode describes how the Center for Army Lessons Learned (CALL) collects observations, analyzes that data, and then produces reports, articles, handbooks, and other media that help units learn from each other as they prepare to go to a Combat Training Center (CTC) and combat.



U.S. Soldiers assigned to 2nd Squadron, 3d Cavalry Regiment pull security during Decisive Action Rotation 23-09 at the National Training Center, Fort Irwin, Calif., Aug. 12, 2023. (U.S. Army photo by Staff Sgt. Miguel Peña, Operations Group, National Training Center)

NTC also released several other products this quarter including additional podcasts from the sustainment trainers such as ([The Dirt Logistician](#)), combined arms battalion (BN) trainers ([Panther Podcast](#)), and the aviation trainers ([The Eagle Eye Podcast](#)).

If you would like to receive these resources from all the 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

**Episode 5:
Sharing
Lessons
Learned**

OPERATIONS GROUP
**THINKING INSIDE
THE BOX**

FEAURING: MR. KEVIN KREIE
NTC MILITARY ANALYST (FORWARD) MAF



JOINT MULTINATIONAL READINESS CENTER

Multinational Interoperability – The Technical Domain

Understand

The technical domain of multinational interoperability (MNI) involves the establishment, operation, and maintenance of networked hardware, software, services, and applications. This domain facilitates the exchange of knowledge using communication information systems (CIS) and creates a shared understanding between allied and partner organizations. U.S. brigades and multinational forces need strong technical interoperability for efficient and effective communication in the European theater. Brigade commanders and their staffs must consider interoperability of upper and lower tactical internet. It is critical to understand multinational unit technical and procedural capabilities and limitations before arriving in theater – the technical ability and national authority to connect. Successful Command and Control (C2) relies upon shared understanding and common operating picture (COP) which will be significantly hindered if technical MNI is not planned for effectively.

Integrate

MNI success in the technical domain requires unit preparation prior to deployment and the integration of MN units into the planning process, into the primary, alternate, contingency, and emergency (PACE) plan across warfighting functions, and into the C2 nodes. Successful federation within the mission partner environment (MPE) network requires timely unit coordination. In dialogue with allies and partners during the planning process, units can begin the requisite coordination at echelon for allocation of frequencies and federated network access approvals.

Units with federated MPE networks must bring all MPE equipment. Units that do not have federated MPE networks should reserve two server stacks to build redundant MPE services for uninterrupted access during main and tactical command post displacements. Furthermore, units must coordinate to allow classified fires data to cross domains into MPE-imaged Advanced Field Artillery Tactical Data System (AFATDS) boxes as part of artillery system cooperation activities. At lower echelons, the tactical voice bridge (TVB) enables critical CIS for the European theater by allowing radio transmissions to be relayed between the brigade and multinational radio networks. Deploying MNI C2 equipment in the earliest troop and equipment movements facilitates timely reception, setup and conduct of a risk reduction exercise immediately upon arrival in Europe. During a risk reduction exercise, Joint Multinational Readiness Center (JMRC) or the Network Enterprise Center supporting a theater reception, staging, onward movement, and integration RSOI site, tests all the U.S.



MSG Concepcion, the brigade S6 NCOIC for 2/1 CD, testing the tactical voice bridge (TVB) during Combined Resolve 18. (Photo by MAJ David Anderson, JMRC)

and multinational unit hardware types to identify federation and configuration gaps prior to a validation exercise with all participants.

Validate

Finally, an effective command and control validation exercise (C2VE) enables MNI success in Europe. To operationalize the C2VE, the brigade S-3 should lead the event so that it correctly captures all units and systems in the brigade's C2 architecture. This allows the brigade to validate Partner Accessible Network availability to all participating nations.

Units must also validate digital and analog common operational picture dissemination, including any "swivel-chair" human-to-human updates between separate C2 systems during the C2VE. Systems that automate data and reduce human-to-human conversion increases technical interoperability. Correctly executed, the C2VE validates not only CIS, but the holistic architecture enabling the brigade to conduct the functions of a command post.



JOINT READINESS TRAINING CENTER

Notable keys to success from recent rotations:

Simple and detailed planning vs. complex and conceptual. Units often have plans that are too complex (multiple task organization changes) and under-rehearsed, leading to conceptual execution and the supervision of failure instead of the mandate of success. In most cases, this is tied to incomplete wargaming, lack of understanding of current situation (not seeing ourselves or the enemy), and rehearsals that err on the side of being back-briefs.

Continuing transitioning to the utilization of fighting products. Due to the complexity of the last 20 years of the Global War on Terror, units struggle to transition from battle tracking to “fighting” products in support of large-scale combat operations. Fighting products analyze and distills inputs and information while managing and synchronizing the employment of resources based on said inputs. From just one complete repetition of the military decision-making process, the warfighter will have the following doctrinal fighting products at their disposal:

- Modified-Combined Obstacle Overlay
- Enemy Event Template
- Graphic Control Measures
- Execution Matrix
- Fires Support Execution Matrix
- Target List Worksheet
- Fires Overlay
- Intelligence Collection Plan
- Decision Support Matrix



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 22,200 audio downloads, over 23,600 video views and have reached 107 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.





U.S. ARMY SOUTH

Peruvian Army Lessons Learned Program Development Seminar

The Center for Army Lessons Learned (CALL) Military Analyst (Forward) (MAF) at U.S. Army South conducted a lessons learned program development seminar at the Peruvian Army (PERAR) Lessons Learned Center in Lima, Peru from August 7-11, 2023. The exchange supported the U.S. Army's International Security Cooperation Program and a U.S. Army South-PERAR Staff Talk FY23 Agreed-to-Action (ATA).

The PERAR Lessons Learned Center Director, COL Wilmer Chavez, led the foreign delegation with over 100 attendees from across operational units and schools/centers (both on station and remotely). Other senior leaders included BG Marco Marin, U.S. Army South DCG-I (remotely); COL Jose Behar, PERAR Doctrine Director; LTC Paul Smith, Army Section Chief, U.S. Embassy, Lima, Peru; and LTC Jose Diaz, Peru Partner Nation Liaison Officer at U.S. Army South (remotely).

During this three-day event, CALL provided presentations and facilitated discussion on the U.S. Army Lessons Learned Program processes and procedures and how it may apply to benefit Peru. 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. It is also 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 PERAR advancements and monitor progress.



Mr. Keith Warman, U.S. Army South CALL MAF, on right center, facilitating discussion at lessons learned seminar in Lima, Peru from August 7-11, 2023.

SOUTHERN VANGUARD 24 Final Planning Conference

CALL MAF participated in Exercise SOUTHERN VANGUARD 24/Brazilian Army Combined Operations and Rotation Exercise 23 final planning conference (FPC) in Belem, Brazil from August 19-26, 2023.

The conference prepared both armies for the upcoming command post exercise (CPX) in Belem, Macapa, and Oiapoque in Brazil scheduled from October 29, to November 19, 2023.

Multiple U.S. units will participate in the CPX: elements from U.S. Army South, 2nd Brigade Combat Team, 101st Airborne Division (Air Assault), New York Army National Guard State Partnership Program (SPP), 53rd Digital Liaison Detachment, 1st Security Force Assistance Brigade, 7th Special Forces Group (Airborne), and U.S. Army Combat Capabilities Development Command (DEVCOM).



Brazilian Army Exercise Director (with interpreter), center, addressing Brazil and U.S. delegations at Southern Vanguard 24 Final Planning Conference.

ARMY LESSONS LEARNED HIGHLIGHTS

CALL hosted a Quarterly Program Review (QPR) on September 27, 2023, to consolidate the Army's lessons learned efforts to drive change for fiscal year (FY) 23.

CALL will produce an information paper to the commanding general (CG), Combined Arms Center (CAC) highlighting significant accomplishments and key products published during FY23. Concurrently, CALL hosted a mid-cycle Army Lessons Learned Forum (ALLF) Council of Colonels (CoC) to set the stage for the Army's FY24 lessons learned collection efforts. This event will become the future venue for QPRs to assess last quarter progress and synchronize future quarter collections. The five Army key collection topics for FY24 are:

- Command Post Survivability
- Allies and Partners
- Decision Dominance
- Set the Theater
- Integrated Air and Missile Defense

For additional guidance, see the recently published FY24 Army Lessons Learned Annual Plan (ALLAP) execution order ([EXORD](#)) [288-23 \(CAC Required\)](#). The next ALLF mid-cycle CoC is scheduled for 1000 December 13, 2023 (Central Time). Request the Army submit proposed FY25 Army key collection topics and collection events at this event for review and approval in January 2024. CALL will virtually host an Army Lessons Learned Synchronization Workshop (ALLSW) from March 26-27, 2024, to integrate, synchronize, and prioritize FY25 collection efforts.

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!

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

