

CENTER FOR ARMY LESSONS LEARNED

2024FY

1st QTR



CALL INSIDER

1st QTR, FY24



DIRECTOR'S NOTES

Welcome to 2024! I hope you all had a wonderful, reflective, and restful holiday season. CALL, and the broader Lessons Learned Community, was firing on all cylinders and we had a very productive first quarter. The fast pace notwithstanding, we still took time to pause and catch our collective breath (and maybe eat a bit too much) during the holidays. But now we are back at our stations at CALL Main and across the globe continuing to help the Army drive change.

Speaking of stations, CALL relocated from our swing space in the old Trolley Station on Fort Leavenworth to our newly renovated, permanent home in Rucker Hall (Building 50) adjacent to the Combined Arms Center Headquarters. This return was three years in the making, and it took a tremendous team effort to make it all come together. We are happy to be back and no longer dealing with critters scampering across the ceiling tiles!

Despite the hectic holiday season, the move back to Building 50, and the occasional CALL fantasy football league trash talk, we still found time to publish products to inform Army change and disseminate best practices across the force. Most notably, we published Military Decision-Making Process: Organizing and Conducting Planning, which rapidly became a CALL best-seller with over 1,500 orders for hard copies within 24 hours of the handbook's release! I'd like to thank the CALL team that put this product together and those of you in the broader community who took the time to provide valuable feedback.



Last quarter was also packed with international engagements, seminars, and training exercises. CALL hosted our partners from Australia, the UK, Canada, and New Zealand (ABCANZ) for the annual Interoperability Lessons Review Board in September. October was exceptionally productive. CALL analysts conducted a lessons learned seminar in Taiwan and collected observations during JPMRC Rotation 24-01 in Hawaii; SOUTHERN VANGUARD in Brazil; and WFX 23-4 in Korea. In November we supported 1AD's MCTP-led academics, and co-hosted the monthly Ukrainian Lessons Learned Integration Task Force synchronization meeting with HQDA G3/5/7 (DAMO-SSP).

DIRECTOR'S NOTES (continued)

Heading into 2024, CALL's priority remains studying the conflicts in Ukraine and Gaza to increase the Army's understanding of the character of 21st Century warfare and derive potential lessons to inform change across the force. This campaign of learning from foreign conflicts is also a priority for Army Senior Leaders and we at CALL greatly appreciate the continued support and contributions from the subject matter experts across the commands and within the Centers of Excellence. During the 2nd quarter of FY24, we will also be learning from AUSTERE CHALLENGE in Europe, 1AD's rotation to the National Training Center, and setting conditions for PACIFIC PATHWAYS in Hawaii.

Sadly, this will be my last CALL Insider Newsletter as I begin the process of untying the bureaucratic Gordian Knot to conclude my 30-year Army career this coming Spring. Serving as the CALL Director has been extremely fascinating and rewarding, and I am so thankful for the opportunity. CALL's work is exceptionally important and immensely interesting, but I am most thankful for the opportunity to work with the incredible people, both Soldiers and Army Civilian Professionals, that comprise CALL and the broader lessons learned community in the Army and the Joint Force. Thank you for your wonderful support and dedication to making the Army better, and I wish all of you the very best in 2024 and beyond. NEVER STOP LEARNING!!!

“Serving as the CALL director has been extremely fascinating and rewarding, and I am so thankful for the opportunity.”



JOINT MULTINATIONAL READINESS CENTER

Training Challenges for Electromagnetic Warfare (EW) in the European Theater

Brigades at JMRC are challenged with integrating electromagnetic attack (EA), and electromagnetic surveillance (ES) capabilities to support combined arms maneuver in the close fight. Brigades struggle setting conditions to enable EW to function as a key battlefield enabler before training at JMRC. This oversight leads to missed collective training opportunities at both brigade and battalion levels and provides the JMRC opposing force (OPFOR) with a tactical advantage, exploiting EA jamming effects and ES for decision making and targeting. Europe has

several processes that differ from the continental United States. Understanding Europe's distinct processes and country-specific constraints is crucial to ensure EW integration within the European command area of responsibility, requiring early consideration. To synchronize brigade efforts and defeat the JMRC OPFOR, units must prioritize EW incorporation into deployment planning and training, ensure host nation support for their equipment, and submit spectrum requests ahead of collective training.

JMRC CONTINUED

Pre-Deployment Activities

EW leaders play a pivotal role in pre-deployment mission analysis. They should brief brigade leaders about equipment capabilities and necessary training, establishing crucial initial guidance before deployment. Factoring European EW planning considerations into brigade planning standard operating procedures ensures a smooth integration of EW into training exercises without encountering operational impediments.

Spectrum Supportability

Spectrum supportability emerges as a critical planning consideration. Units must ensure that their EW equipment aligns with the spectrum supportability process at their deployment location, preventing conflicts with host nation frequencies. This process, especially crucial for units employing new technologies, determines equipment usage and power levels directly affecting operational range. Typically managed by program managers or vendors, the approval process takes 6 to 18 months per country for host nation approval. Units experimenting with new technologies may need to initiate the process themselves. The Host Nation Spectrum Worldwide Database-Online (HNSWDO) lists approved equipment and any necessary equipment employment caveats.

Spectrum Request Process

Upon approval in HNSWDO, units must actively engage in spectrum request submissions for ES and EA. Collaborative efforts among spectrum managers, brigade S6s, and EW personnel are indispensable throughout this process. Training at JMRC necessitates EW spectrum requests through processes via requests forms and ES/EA CONOPs to V Corps and USAREUR-AF, requiring a minimum 90 days for completion of the approval process for employing EW capabilities during training rotations.

Ultimately, early and effective communication remains the cornerstone of success. Appraising commanders and staff of the capabilities integral to the warfighting function is crucial. Maintaining constant contact with higher headquarters during transitions to new areas of operation is pivotal for successful EW integration. In navigating the challenges of EW training within the European theater, proactive planning, adherence to host nation processes, and robust communication channels are essential for seamless integration and operational readiness.

Photo credit: A Soldier sets up EW equipment during rotation (CW2 Travis Penrod, JMRC)



“Understanding Europe’s distinct processes and country-specific constraints is crucial.”

NATIONAL TRAINING CENTER



The National Training Center (NTC) continues to prepare brigade combat teams (BCT) as well as joint, interagency and multinational partners to win the first fight of the modern battlefield by expanding the operational environment of their scenarios. During 24-02, the 3rd Brigade (Iron Brigade), 4th Infantry Division participated in a division-level wet gap crossing as part of NTC's notional 52nd Infantry Division. This rotation also incorporated a detachment from the UK and special operational forces. Although the training environment is normally at the brigade combat team level, NTC will be conducting a division-level exercise in January with the 1st Armored Division (Old Ironsides) in 24-03 followed by a February rotation with their First Brigade (Ready First) in 24-04.

From these rotations, NTC continues to share lessons through their Tac Talk videos and Thinking Inside the Box podcast. New videos and podcasts are below:

New TAC Talk Videos:

- The Passage of Lines video provides observations, considerations and side-by-side comparisons between forward passage of lines and rearward passage of lines by warfighting functions.
- The Counter Unmanned Aircraft Systems (UAS) video discusses the emerging UAS threat, how units can think about the problem during the planning phase, threat observations, and how the NTC replicates some of the threats to provide a more realistic training environment.

New Thinking inside the Box episodes:

- With the spread of drones and signal detecting equipment, the Command Post Survivability episode discusses the survivability of this node in modern warfare.
- The Forward Arming and Refueling Area Concept episode discusses an effect of replicating envisioned distances of the next fight with current forward arming and refueling point doctrine.
- The Command and Control episode discusses four main trends, including system validations, battle tracking within the main, main command post jump rehearsals, and S6 planning involvement.

NTC also released several other products this quarter, including an article about combining Skyview and indirect fire to deny enemy small unmanned aerial systems (Sensor to Shooter) and the aviation trainers (The Eagle

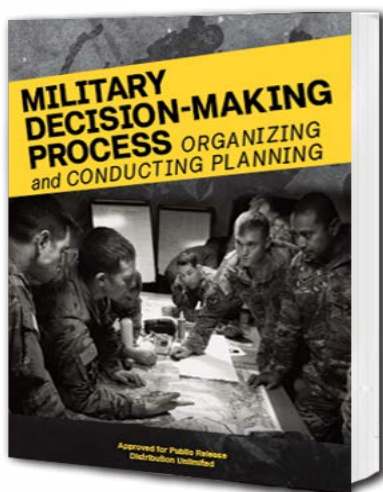


Eye Newsletter) that highlight lessons and best practices. If you would like to receive these resources from all the CTC's, you can request to join the CALL CTC Outreach MS Teams Channel or contact our CALL Military Analyst Forward (MAF): kevin.m.kreie.civ@army.mil.

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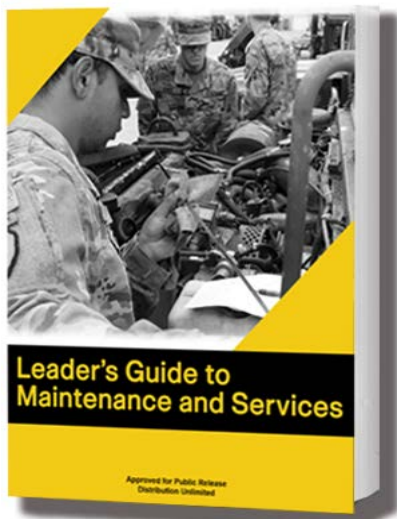
Photo Credit: U.S. Soldiers assigned to 1st Battalion, 68th Armor Regiment, 3rd Armored Brigade Combat Team, 4th Infantry Division fire live rounds from an Abrams Main Battle Tank during Rotation 24-02 at the National Training Center, Fort Irwin, Calif., 10 November 2023 (U.S. Army Photo by Pvt. Anastasiya Ludchenko, Operations Group, National Training Center)

RECENT PUBLICATIONS



[23-594, The Military Decision-Making Process](#)

The Military Decision-Making Process handbook seeks to reverse the negative MDMP trends observed in CTC and MCTP exercises. This handbook complements Field Manual (FM) 5-0, Planning and Orders Production, 16 May 2022, by providing commanders and staffs with best practices for training and executing the MDMP.

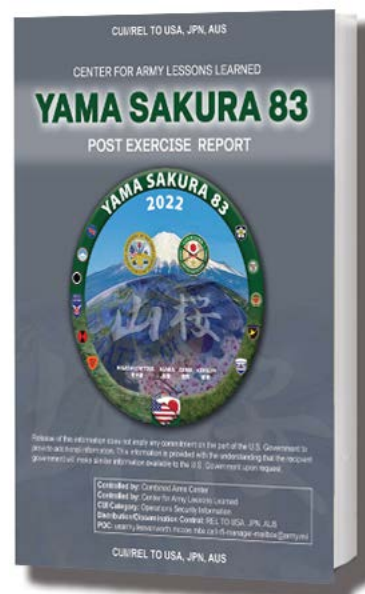


[23-08, Leader's Guide to Maintenance and Service](#)

This handbook details various observations, insights, lessons learned, and best practices from the National Training Center (NTC) and other contributors that will help all stakeholders improve their maintenance programs at echelon. While focused on the brigade combat team, stakeholders from the division, corps expeditionary sustainment command, and theater sustainment command can find invaluable information within this handbook to ensure their supported units are ready to successfully deploy their personnel and equipment on short notice and maintain combat power through the fight.

[23-805, Yama Sakura 83 Post Exercise Report \(CAC Required\)](#)

This report provides insights and lessons from the Yama Sakura 83 exercise. Yama Sakura 83, conducted from 5 to 12 December 2022, continued the annual U.S. Army-Japan (USAR-J) bilateral exercise series with the Japan Ground Self Defense Force (JGSDF).



RECENT PUBLICATIONS (continued)

23-766, Orient Shield 22 IIR: Since its first iteration in 1982, Orient Shield has focused on the development and refinement of the JGSDF and US-ARPAC's efforts in the areas of bilateral planning, coordination, and interoperability. Training and readiness are essential to generating credible deterrence in an increasingly complex regional security environment. This exercise underscores a continued commitment by both the United States and Japan to maintaining a free and open Indo-Pacific.

24-795, PANAMAX 22: The PANAMAX series of exercises are built to enhance relationships, promote mutual military readiness, improve interoperability, and to establish the foundation for lasting integrated deterrence with select PNs across the USSOUTHCOM area of responsibility to confront common threats and challenges.

24-817, Lessons for Building Cohesive Teams and Readiness During In-Processing: As the Army has shifted to a focus on people first, building cohesive teams, readiness, and retention, a Soldiers' first experience can often drive a response good or bad in how they perform or if they are willing to remain a part of the team. The intent of this article is to bring to light areas where in-processing at the Division and Brigade level can be optimized.

ARMY LESSONS LEARNED HIGHLIGHTS

CALL's top priority this quarter has been our support to the Ukraine mission, including support of the HQDA Ukraine Lessons Learned Task Force and the Security Assistance Group-Ukraine.

Since the beginning of October, CALL has been and will continue to facilitate Israeli Defense Force lessons learned and best practices through our TRADOC LNO and Army Attache counterparts, including conducting initial analysis of papers received from Israeli Defense Force. This will be one of CALL's top priorities in 2024, alongside collecting lessons learned from Austere Challenge 2024, a training exercise held in Europe that is meant to prepare ready forces, validate strategic access, exercise deterrence principles and integrate and synchronize with the NATO alliance.

In 2024, CALL is also looking to expand upon our previous success with audiobooks that we had in 2023. In the new year, plans are underway to create audiobooks for the Military Decision-Making Process handbook and the Holistic Health and Fitness handbook. The hope is that we can continue to provide Soldiers with quality information in the most accessible ways possible.



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

CALL Restricted Website
[Microsoft Teams Site](#)

Joint Lessons Learned
Information System
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