

2024

2nd QTR

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

2nd QTR, FY24



ACTING DIRECTOR'S NOTES

Greetings to all and thanks for carving out some time to keep up with CALL and the latest activities from across the Army lessons learned community. Spring fever is certainly starting to influence activity across the Army as we find ourselves halfway through the fiscal year. This latest edition of the CALL Insider newsletter will cover some important highlights from our observation post.

The first update you have probably noted is a new person providing the Director's Note. COL Scotty Mueller has started his transition leave (absence) after 30 years of selfless service to the nation and three years of outstanding leadership as the CALL Director. We wish him and his family all the best as they turn the page and start writing a new chapter in their history, and thank him for being a great boss. I find myself serving as the "Direputy" for the next several months as we await our new CALL Director who is scheduled to arrive here in July.

The conflicts in Ukraine and Gaza remained our priority focus areas throughout the second quarter, along with 1st Armored Division (1AD) Headquarters' participation in NTC Rotation 24-03 and employing a sizable Collection and Analysis Team (CAAT) to observe Austere Challenge 24 in CONUS and Europe. We have posted several outstanding products related to these focus areas on our website, including the [Lessons Learned from Ukrainian Territorial Defense Forces: Command Post](#)



Mr. Rich Tolleben
Acting Director
Center for Army Lessons Learned

[Survivability, III Corps and 1AD Lesson Learned on Command Post Survivability.](#)

CALL recently released the annual [\(FY23\) Key Observations from MCTP Warfighter Exercises](#), and the updated "dirt" CTC Trends report is in the final stages of production and should be posted soon.

We have several other papers on our SIPRnet portal covering key topics related to the Russia – Ukraine conflict and are summarizing Israeli Defense Forces lessons from their operations in Gaza.

I highly recommend making the CALL website a favorite link on your browser. Our information

ACTING DIRECTOR'S NOTES (continued)

technology specialists have done a superb job in organizing the site to help you find the information you need quickly, and you will probably find additional lessons and best practices that you did not know you needed.

Do you need something to listen to during the morning commute or on a long run? We have three more audiobooks in production for the very popular *Military Decision-Making Process: Organizing and Conducting Planning, Holistic Health and Fitness (H2F)*, and the *Leader's Guide to Maintenance and Services* handbooks. Stay tuned for more.

Another highlight on our website is the [Quick-Fire Observation](#) tool, which provides Soldiers and units a readily accessible method to upload, share, and discuss lessons observed during training. This new tool works with any mobile phone and can store observations in a cloud-database for further analysis. CALL cannot send collection teams to every exercise or operation, so this tool allows every Soldier and unit to help the Army be a learning organization. Army senior leaders are looking at every option to accelerate transformation and the Quick-Fire Observation tool is now available for this effort.

Spring has certainly sprung here at Fort Leavenworth and we are addressing several priority topics at a feverish pace. III Corps and 1AD will discuss their key takeaways from NTC Rotation 24-03 during the Army Lessons Learned Forum (ALLF) General Officer Steering Committee (GOSC) on 26 April, and we will also hear some insights on modernization from Army Futures Command. Our last ALLF GOSC on 26 January had 70 General Officers/Senior Executive Service participants from across the Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs). I invite you to join in our next GOSC to get the latest on what the entire lessons learned community is doing to help the Army transform in contact. I will do my best to keep CALL on azimuth as we navigate a director transition over the next several months.

Please do not hesitate to reach out with any questions you may have or advice on steering the program.

NATIONAL TRAINING CENTER



The National Training Center (NTC) continues to train combat formations to win the first fight of the next war. It conducted a division-level exercise with the 1st Armored Division (Old Ironsides) in NTC Rotation 24-03. This was the third division-level rotation since 2020 and the largest in scope and scale. The division faced three fights in the deep, close, and rear area to include reception, staging, onward movement, and integration (RSOI) of its 1st Brigade (Ready First) NTC rotation 24-04. This division rotation also provided valuable feedback on the importance of live “in the dirt” training (over doctrinal distances) as a complement to constructive exercises.



U.S. Soldiers assigned to 6th Squadron, 1st Cavalry Regiment, 1st Armored Division scan for simulated enemies during Rotation 24-04 at the National Training Center, Fort Irwin, CA, 11 February 2024. (U.S. Army photo by SPC Macaydan Hawkins, Operations Group, National Training Center).

NATIONAL TRAINING CENTER (continued)

From training rotations, NTC continues to share lessons through their *TAC Talk* videos and *Thinking Inside the Box* podcast. New videos/podcasts are available below:

New *TAC Talk* Videos:

- [“How NTC Conducts the RETRANS Academy”](#) covers three essential topics of conducting retransmissions (RETRANSs) operations for a brigade combat team to create a shared understanding and build a stronger command and control architecture at echelon.
- [“Protection Working Group”](#) talks about protection concepts; covers potential cell members and the tasks they should perform; and provides tools, techniques, and examples of recommended products to use during the protection working group.
- [“Combined Arms Breach \(Part 1\)”](#) provides doctrinal knowledge to help build a foundation to future leaders in large-scale combat operations (LSCO); and outlines the breaching area, breaching tenets, and reverse breach planning process.

New *Thinking Inside the Box* episodes:

- [“Fighting the Barasu Trench”](#) explains why the NTC built a trench in the middle of the Mojave Desert outside of the town of Barasu and discuss how the rotational training unit prepared for and fought in this environment.
- [“Dispersion of Sustainment”](#) discusses the changes and challenges facing rear-area support elements and provides guidance on what they can do to limit friction points and increase survivability.
- [“Sustainment”](#) discusses trends and best practices of sustainment focusing on process, reporting, and command post function.

NTC also released other products this quarter to include the NTC Protection Smart Book to assist units with this warfighting function and the aviation trainers [Eagle Eye Newsletter](#), which highlights lessons and best practices.

If you would like to receive resources like these from all the CTCs, you can request to join the [CALL CTC Outreach MS Teams Channel](#) or contact our CALL Military Analyst Forward (MAF), Mr. Kevin Kreie by email: kevin.m.kreie.civ@army.mil.



A U.S. Soldier assigned to 6th Squadron, 1st Cavalry Regiment, 1st Armored Brigade Combat Team, 1st Armored Division prepares for movement during Rotation 24-04 at the National Training Center, Fort Irwin, Calif., Feb 8, 2024. (U.S. Army photo by Spc. Macaydan Hawkins, Operations Group, National Training Center).

SOUTHERN VANGUARD 24

U.S. Army South, Exercise Southern Vanguard 24

A CALL military analyst forward (MAF) at U.S. Army South and a military analyst from CALL's Fielded Forces Division (FFD) conducted collection operations and key leader interviews at U.S. Army South Exercise Southern Vanguard 24/Brazilian Army Combined Operations and Rotation Exercise 23 in Macapa and Oiapoque, Brazil from 2 to 18 November 2023.

The U.S. Army South Southern Vanguard series of exercises is designed to enhance relationships, promote mutual military readiness, and increase interoperability between the United States and Western Hemisphere forces. It is a cornerstone for U.S. Army South to establish the foundation for lasting integrated deterrence with select partner nations across the U.S. Southern Command area of responsibility. Although executed at the tactical level, the exercise is proving to have an operational impact at the Army-to-Army level. To better prepare, partner nation companies go to the Joint Readiness Training Center (JRTC). The focus this year was on fighting in a jungle operational environment.

Multiple U.S. units participated including 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).

The Brazilian Army provided elements from their Land Operations Command, Northern Military Command, 22nd Jungle Infantry Brigade, 23rd Jungle Infantry Brigade, and 8th Regional Logistics Command.



U.S. Soldiers assigned to the 1st Battalion, 26th Infantry Regiment, 2nd Brigade Combat team, 101st Airborne Division (Air Assault) conducts maneuvers during Southern Vanguard 24/Brazilian Army Combined Operations and Rotation Exercise 23 in Brazil, 2 to 18 November 2023.

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ARMY LESSONS LEARNED PROGRAM (ALLP) HIGHLIGHTS

CALL hosted the second quarter assessment of the Army Lessons Learned Annual Plan (ALLAP) for fiscal year (FY) 24 on 13 March 2024, via Microsoft Teams. The assessment was conducted during the Army Lessons Learned Forum (ALLF) mid-cycle Council of Colonels (CoC).

FY24 Army topic leaders will produce and submit an information paper for the Commanding General (CG), Combined Arms Center (CAC), highlighting significant observations, lessons, and products produced and/or shared during the second quarter of FY24. This information paper will be shared with Army senior leaders before the next ALLF General Officer Steering Committee (GOSC) scheduled for 26 April 2024.

CALL hosted the Army Lessons Learned Synchronization Workshop (ALLSW) 26 to 27 March 2024, via Microsoft Teams to integrate, synchronize, and prioritize FY25 collection efforts. The end state is to develop the FY25 ALLAP for staffing,



approval, and publication as an execution order by Department of Army on (or about) 1 August 2024. The four broad Army collection topics for FY25 are multiechelon fires; see, sense, understand, and direct; focused warfighting functions; and modernization.

For additional guidance, see the FY24 ALLAP execution order [EXORD 288-23 \(CAC login required\)](#). The next ALLF mid-cycle CoC assessment for third quarter is scheduled for 12 June 2024.

U.S. ARMY NORTH, EXERCISE VIGILANT SHIELD 24

A CALL military analyst forward (MAF) at U.S. Army North led a collection and analysis team (CAAT), consisting of representatives from the Sustainment Center of Excellence (SCOE), Maneuver Support Center of Excellence (MSCOE), and Fires Center of Excellence (FCOE) conducting collection operations and key leader interviews at U.S. Army North Vigilant

Shield 24 (VS24) at Fort Sam Houston, TX, from 2 to 16 March 2024.

VS24 is a joint exercise program, North American Aerospace Defense Command (NORAD) & United States Northern Command (NORTHCOM) tier 1 exercise conducted as a command post exercise, with associated field training exercise venues that included live fire events supporting positive control launch as well as Homeland Defense (HD) Campaign Order objectives.

VS24 is supported by Joint Staff J-7 and focuses on N&NC HD and civil support (CS) missions and staff processes. VS24 was linked to United States European Command (EUCOM) Austere Challenge (AC) 24 and exercised jointly with the Canadian Armed Forces Joint Operations Center.

HIDING IN PLAIN SIGHT: SIGNATURE MANAGEMENT PRIMER

Command posts (CPs) at echelon must adapt to the current context of large-scale combat or perish. Ukrainian forces have found success in Kherson and on other fronts by targeting CPs, disrupting Russian momentum and resulting in numerous senior Russian officers killed in degradation of command and control. The current war in Ukraine highlights the changing characteristics of war and CP survivability is a critical focus area of the Army's modernization efforts. Signature management is a critical component of CP survivability.

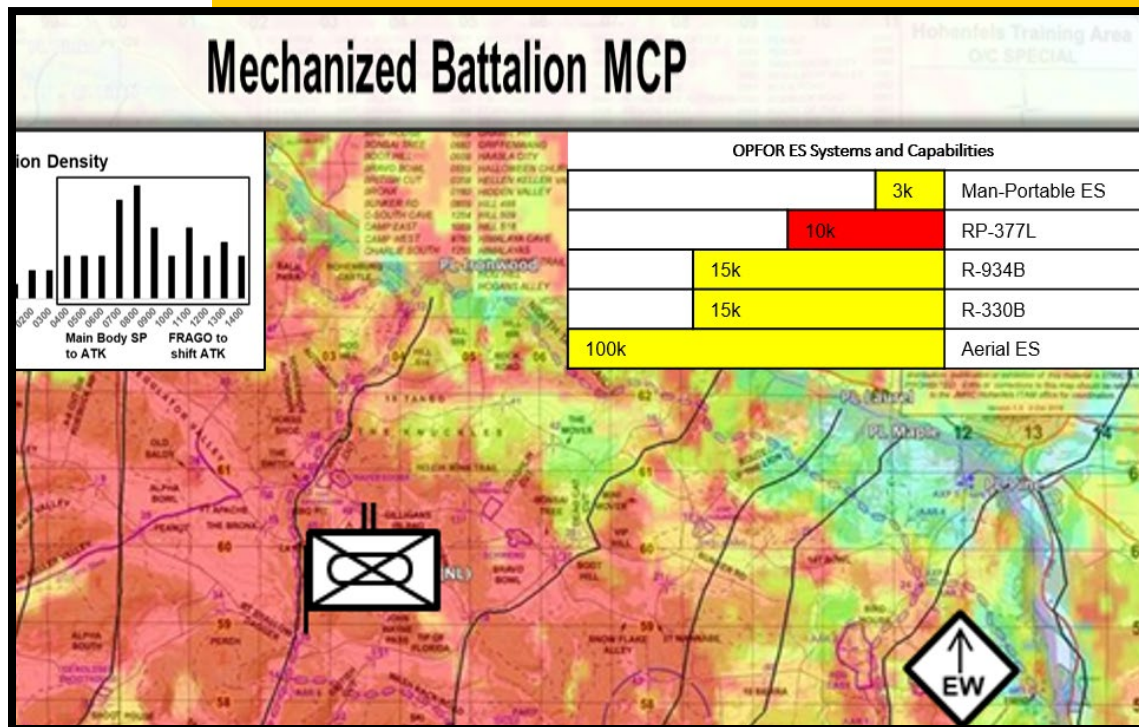
Physical and Electromagnetic Signatures

As the European battlefield will involve operations in urban and rural environments, commanders and staffs must account for and manage not only the size of the physical and electromagnetic spectrum (EMS) signature they present, but also the character of the signature. Units actively or passively hide the signature or obfuscate it by increasing

ambiguity of what the enemy intelligence apparatus can characterize the signature as – military or civilian. In addition to scrutinizing the personnel assigned to a CP, commanders and staffs must develop an understanding of all EMS-related devices located at the CP. EMS awareness is not naturally intuitive and is provided from devices such as spectrum analyzers.

Characteristics of the Signature: Military or Civilian

Military and commercial EMS signatures are rampant in the European operational environment, but the context of those signatures matters. Leveraging commercial capabilities like Starlink in an urban setting allows a CP to blend in more with the civilian commercial EMS signature, making the CP node more difficult to characterize and target. Conversely, a military tactical radio transmission signature in an urban environment decreases ambiguity as to the



The Joint Multinational Readiness Center is leveraging the Advanced Dynamic Spectral Reconnaissance-Sensor Network (ADSR-SN) to produce images like this to help units see their EMS footprint in time, space, and relation to the enemy's electronic warfare (EW) capabilities. Graphic provided by MAJ Steve Willson, JMRC Electronic Warfare Officer).

HIDING IN PLAIN SIGHT (continued)

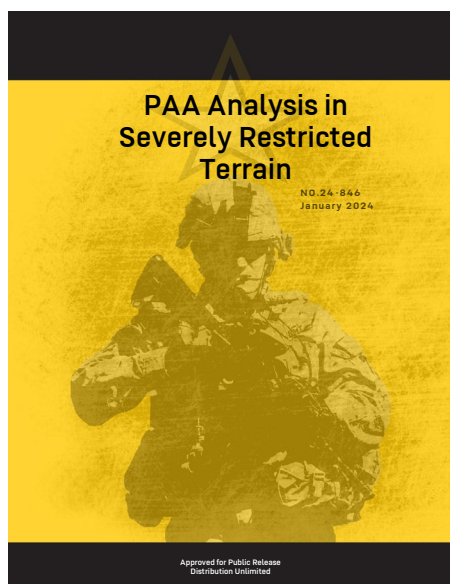
character of the signature and therefore makes it easier to target among the civilian populace.

Effectiveness and Survivability

The tension that commanders and staffs at echelon must manage is effectiveness versus survivability: effectiveness, in that the various CPs can execute the doctrinal functions of a CP, and survivability, in terms of physical and EMS signatures of the CP nodes. Reducing the size and therefore the observable physical signature of the CP reduces functionality, but the dispersion potentially increases the survivability of

the CP by making it harder to detect and more rapidly displace upon detection. Successful units maximize agility by having scalable options for their various CP forms and functions based on the assigned tasks during a particular phase of an operation. However, effective staffs can manage physical signatures and preserve capability as a larger node by proactively planning CP moves rather than simply reacting to enemy contact.

RECENT PUBLICATIONS



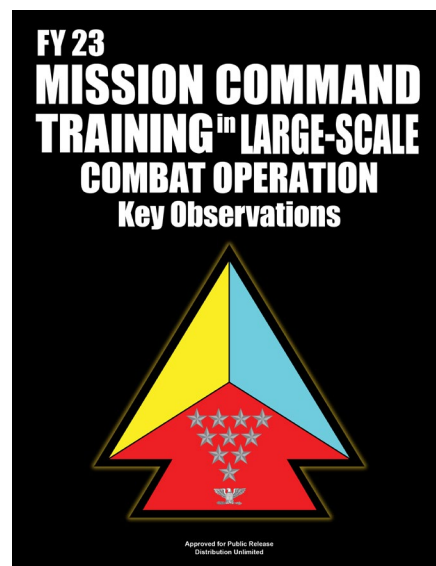
This release is a case study for position areas for artillery (PAA) site selection in severely restricted terrain in the European theater. The process and considerations detailed here can (with judicial adjustment) be adapted to any fight and any theater in the world with severely restricted terrain. The end state of this document is to provide field artillery (FA) units preparing for or operating in severely restricted terrain with a more comprehensive understanding of the planning considerations necessary to be successful in combat.

[24-846, PAA Analysis in Severely Restricted Terrain](#)

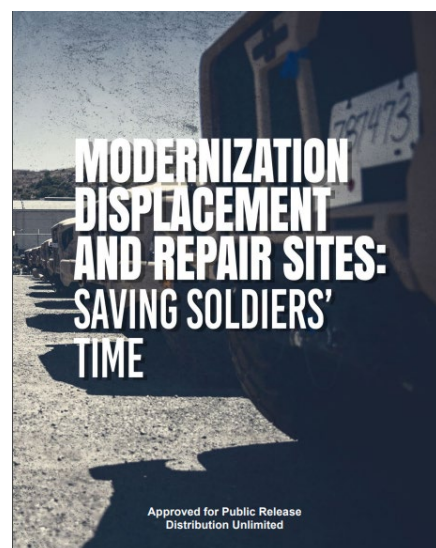
RECENT PUBLICATIONS (continued)

A collaborative group of field-grade observer coach/trainers among four Mission Command Training Program (MCTP) operations groups and the 505th Command and Control Wing Detachment 1 recorded, analyzed, and refined the FY23 key observations. MCTP further developed the organization of the publication to reflect the operations process and assist units with understanding current trends at each step.

[24-03, Mission Command Training in Large-Scale Combat Operation, Key Observations](#)

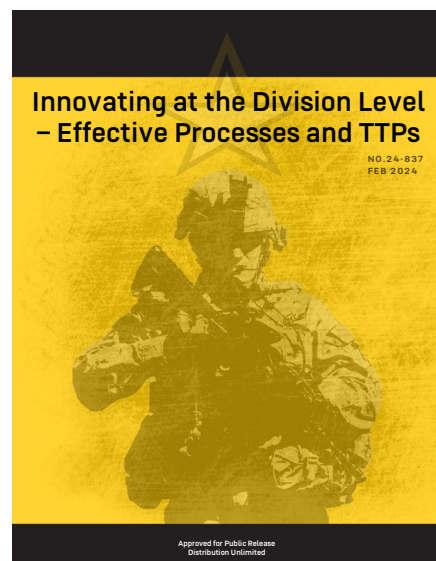


This paper informs commanders and staffs on the creation and evolution of operating procedures of Modernization Displacement and Repair Sites (MDRS). This includes discussion of the disposition process and how disposition instructions guide preparation and execution of units' interactions with an MDRS. Most importantly, this paper discusses best practices and issues units can use to plan for [24-815, Modernization Displacement and Repair Sites: Saving Soldiers' Time](#)



Throughout its history, the U.S. Army and its Soldiers have found innovative solutions to difficult problems. Often, the most creative ideas have emerged from the lowest levels of the Army hierarchy – whether those solutions entailed building a new piece of equipment, repurposing an existing piece of equipment or technology, or developing a more efficient system or process.

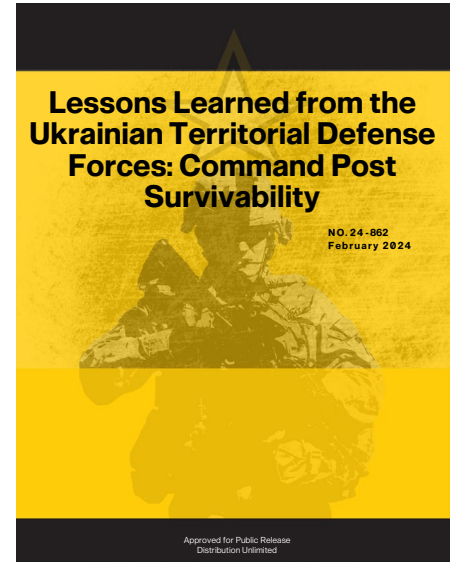
[24-837, Innovating at the Division Level - Effective Processes and TTPs](#)



RECENT PUBLICATIONS (continued)

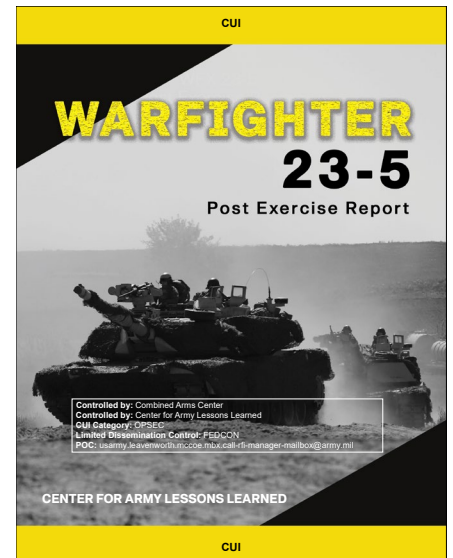
This document provides CP survivability observations and lessons learned from the Ukrainian Territorial Defense Forces (TDF). CALL obtained these observations directly from TDF's manual titled *Battalion Command and Observation Posts: Practical Advice Based on War Experiences*. The TDF compiled these tactics, techniques, and procedures (TTPs) to help command and control (C2) nodes and Soldiers stay undetectable and consequently safe from Russian forces. U.S. Army leaders and Soldiers should consider these CP survival lessons and best practices to improve their ability to survive on the modern battlefield.

[24-862, Lessons Learned from the Ukrainian Territorial Defense Forces: Command Post Survivability](#)

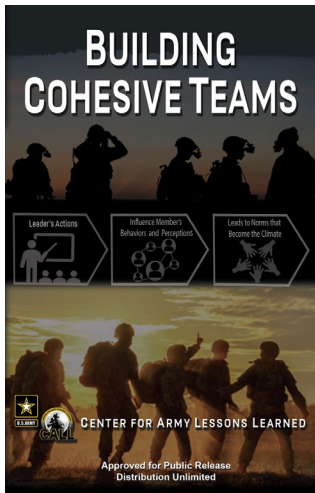


CALL Collection and Analysis Team 23-5 observed Warfighter Exercise (WFX) 23-5 from 1 to 13 June 2021 at Fort Indian Town Gap, PA, to identify the challenges, gaps, and effective techniques/practices in planning and executing multi-domain, LSCO at the division level.

[\(CUI\) 24-813, Warfighter 23-5 Post Exercise Report \(CAC Login Required\)](#)



RECENT AUDIOBOOKS



This audiobook contains information for leaders on how to build teams and contribute individually to team success, including how to create a cohesive climate and resolve conflict. There are vignettes throughout the handbook to help illustrate key points. Listen to experiences from Soldiers across the Army. Some are from the Sergeant Major of the Army's (SMA) "This is My Squad" panel, while others were gathered from interviews with leaders and squad members at various locations.

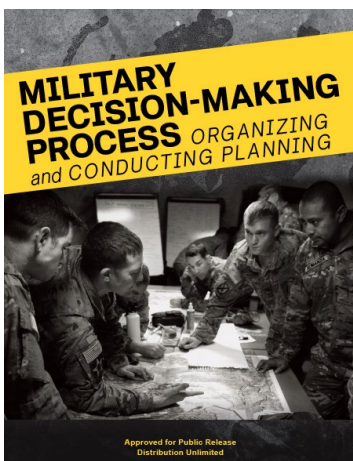
[Building Cohesive Teams](#)

This audiobook is a must for new company commanders and first sergeants. It contains insights for company commanders and first sergeants on stewarding the profession, command climate, change of command inventories, training, and maintenance and equipment at the company level. Listen to accounts and stories from current and past Army leaders, allowing new leaders to learn from those who came before them.

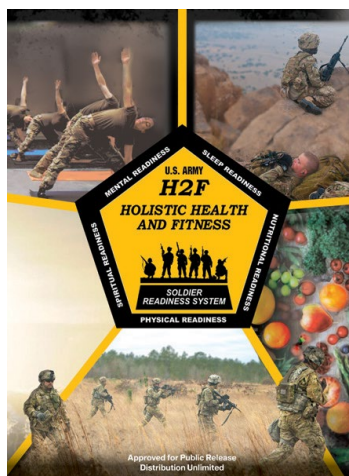
[The First 100 Days of Company Leadership](#)



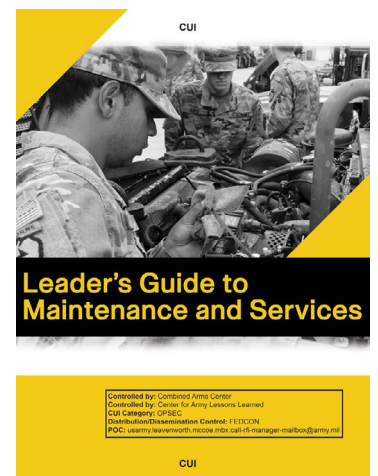
NEW AUDIOBOOKS COMING SOON!



Military Decision-Making Process: Organizing and Conducting Planning



Holistic Health and Fitness (H2F)



Leader's Guide to Maintenance and Services

NOW HIRING!

The Center for Army Lessons Learned (CALL) is seeking a motivated Military Analyst Forward (MAF), in the grade of W3-W5, O5-O6 with assignment at Security Assistance Group – Ukraine (SAG-U), Wiesbaden, Germany.

Serves as MAF embedded with SAG-U, Wiesbaden, Germany. This officer serves in a fully integrated staff position within the SAG-U key operations staff as determined by the SAG-U Chief of Staff to support both SAG-U and CALL in the collection of critical observations and lessons learned. Performs duties of a deployed CALL MAF in support of SAG-U's lessons learned efforts. The MAF is responsible for the rapid collection, analysis, archiving, and dissemination of observations, insights, lessons learned, and best practices derived from SAG-U and the Russia-Ukraine conflict. Facilitates and coordinates CALL activities with SAG-U and its supporting and supported organizations. These organizations include U.S. Army Europe and Africa (USAREUR-AF), Joint Multinational Training Group – Ukraine (JMTG-U) 7th Army Training Command, U.S. interagency, and NATO and European security assistance partners.

The position requires daily interaction with general officers and senior staff members. Prospective Soldiers must have extensive experience as a member of a division, corps, or Joint headquarters staff. Joint qualified officers are best suited but not required. Additionally, prospective Soldiers should have strong analysis and writing skills. Prospective Soldiers must also be worldwide deployable and meet the Army height/weight standards.

While Soldiers will be assigned to a single location, travel may be necessary for short and long-term collections. Soldiers should expect to be housed in government-provided quarters (to include barracks or other similar facilities), with shared rooms, shared restroom/shower facilities, and meals provided in a dining facility. All deployments are in an unaccompanied status (family members cannot accompany the service member).

WE ARE **NOW HIRING** Military Analyst Forward (MAF)

- Seeking Military Analyst Forward (MAF), in the grade of W3-W5, O5-O6
- Position in Wiesbaden, Germany
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- Currently accepting applications



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