

2024

3rd QTR

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

3rd QTR, FY24



ACTING DIRECTOR'S NOTES

Time is a valuable and often scarce commodity, and we sincerely appreciate you taking some of yours to read the latest CALL Insider newsletter covering events and activities from our last quarter. The fact you are here is a positive indicator of your interest in self-development, creating learning organizations, and driving positive change while the Army transforms in contact.

Our new Director, COL Scott Allen, is on short-final approach to Fort Leavenworth and will arrive here on 22 July 2024. We provided him a general CALL overview brief in late June and are completing as much in-processing paperwork as possible to expedite his on-boarding. No time to waste as he jumps right into several Army Senior Leader (ASL) engagements and the Army Lessons Learned Forum (ALLF) General Officer Steering Committee (GOSC) in his first week on the ground.

Perhaps the most significant update from the last quarter is our continuing development of the Quick-Fire Observation tool. It certainly has ASL attention and interest as a readily accessible method to upload, share, and discuss lessons observed during training and operational deployments. With more than 1,100 observations submitted in Quick-Fire, we are already seeing trending issues and DOTMLPF-P solutions to those issues being worked at the Centers of Excellence and Force Modernization Proponents. Quick-Fire's strategic impact is the significantly accelerated process to drive change with observations and lessons and real-time analytics to

identify trends and inform transformation in contact decisions. I recommend you take some time to check the observation tool and leader dashboard out at [CALL Quick-Fire Portal \(CAC login required\)](#) and submit your lessons to share with the rest of the Army.



Mr. Rich Tolleben
Acting Director
Center for Army Lessons Learned

Our major collection activities in 3rd QTR FY24 included our continuing spotlight on Security Assistance Group—Ukraine with a dedicated team of Military Analysts (Forward) in Wiesbaden, GE. Although the conflicts in Ukraine and Gaza remain our priority focus, we stayed fully engaged with USARPAC during the Balikatan 24 and Valiant Shield exercises. Our Collection and Analysis Team (CAAT) leaders and subject matter experts are busy writing their reports and we will post them to our website as soon as possible. There are several other new releases on our website that may help you out in your current or next assignment...

- The long-awaited [Win in Europe](#) publication has made it to the light and is now available to all. The purpose of this collaborative effort was to provide brigades with an understanding of European theater operational context and the best approaches to managing time during preparation and for eventual execution. I would like to offer my thanks to all analysts, authors, and contributors who made this book a tangible reality.
- [Preparing Your Organization for the Unknown: A Perspective from a Command Sergeant Major](#) is another great read. Speaking on the year leading up

ACTING DIRECTOR'S NOTES (continued)

to “Operation Allies Refuge”, the author speaks on the tools which allowed for agile employment in an unknown environment.

- The [1st Armored Division: NTC 24-03 “Division in the Dirt” White Paper Compendium \(CAC login required\)](#) is now digitally accessible. This collection captures various aspects of the division NTC Rotation 24-03 held in January 2024. Informed by participation in Warfighter 23-04 in April 2023 and subsequent training progressions, these compiled articles capture how to fight while sharing observations from the largest, most current, and most realistic division CTC rotation to date.
- The [Combat Training Center \(CTCs\) Trends for Fiscal Year 2023 \(CAC login required\)](#) features 77 trends submitted by the Operations Groups from National Training Center, the Joint Readiness Training Center, and the Joint Multi-national Readiness Training Center. These observations and recommendations are tools any leader can use to refine individual and unit training programs.
- The [Garrison Command Handbook: The First 100 Days \(CAC login required\)](#) is available as well. This collaborative effort between the Center for Army Lessons Learned and leaders from across U.S. Army Installation Management Command (IMCOM) provides a ready reference on actions that a new garrison command team should take in the first

100 days to learn about the garrison, build effective partnerships, mitigate risks, and lay the groundwork for effective leadership and service to the Army, Soldiers and families, and the communities that support them.

CALL recognizes that the multi-generational Army consumes information in different ways. There is still a strong demand for our traditional hardcopy handbooks and guides, digital downloads are trending upward, and we are adding three new audiobooks to our library. [CALL's SharePoint Portal \(CAC login required\)](#) remains a valuable resource for Soldiers and leaders to learn from others as we all prepare for the rapidly changing nature of warfare. Sun Tzu observed, “If you know the enemy and know yourself, you need not fear the results of a hundred battles.” CALL helps the U.S. Army know itself, and we are always ready to help you and your unit enhance readiness.

As my time as the “Direputy” here at CALL comes to a close with COL Allen’s arrival, I thank all of you in the Lessons Learned Community for helping me maneuver during these past few months. Please enjoy the following pages in this edition of our newsletter and never hesitate to reach out to our office with any questions you may have. Your comments are appreciated and always welcomed.

Thank you.

NATIONAL TRAINING CENTER



The National Training Center (NTC) continues to train rotational training units and joint, interagency, and multinational partners to build and sustain readiness to fight and win. Last quarter included three more brigade combat team (BCT) rotations with 3rd Brigade/1st Cavalry Division (Armored), 1st Brigade - 2nd Infantry Division (Stryker), and 3rd Brigade/1st Armored Division (Armored).



Soldiers assigned to 2nd Battalion, 7th Cavalry Regiment, 3rd Armored Brigade Combat Team, 1st Cavalry Division scout the area looking for enemy movement during Rotation 24-06 at the National Training Center, Fort Irwin, CA, 4 April 2024. (Photo by SSG Miguel A. Peña, Operations Group, National Training Center).

NATIONAL TRAINING CENTER (continued)

The 1st Armored Division rotation produced a host of lessons and products that can be found in [Training Divisions in the Dirt](#) (LTG Bernabe and MG Taylor) and the [1st Armored Division: NTC 24-03 "Division in the Dirt" White Paper Compendium](#) [CAC login required].

NTC continues to share lessons through their *TAC Talk* videos and *Thinking Inside the Box* podcast. Navigate to the new videos and podcasts using the links below:

New *TAC Talk* videos:

- [TAC Talks EP12: Combined Arms Breach Part 2](#) discusses commonly observed trends in breaching seen at the National Training Center and the pragmatic ways to improve planning, preparation, and execution of combined arms breaches.
- [TAC Talks EP13: Command Post Form and Function](#) gives an overview on command post form and function. Learn about best practices, according to doctrine and NTC trends for understanding the layout, functionality, and command post considerations.



Soldiers assigned to 3rd Battalion, 8th Cavalry Regiment, 3rd Armored Brigade Combat Team, 1st Cavalry Division scan for enemy movement during Decisive Action Rotation 24-06 at the National Training Center on Fort Irwin, CA, 4 Apr 2024. (Photo by SSG Michael Mulderick, Operations Group, National Training Center).



Soldiers assigned to 2nd Battalion, 7th Cavalry Regiment, 3rd Armored Brigade Combat Team, 1st Cavalry Division maneuver into a town during Rotation 24-06 at the National Training Center in Fort Irwin, CA, 4 April 2024. (Photo by PFC Nathaniel W. Garrett, Operations Group, National Training Center).

New *Thinking Inside the Box* episodes:

- [Medical](#) discusses sustainment in the medical field, including NTC trends, role 1 capabilities, training recommendations, a leader training program, and the importance of home-station rehearsals.
- [Signal Enterprise for LSCO](#) discusses how S-6s best prepare the signal enterprise for large-scale combat operations at the NTC while still at home station, major planning considerations, and some of the major trends seen at the NTC.

NTC also released other products this quarter, including a variety of white papers and the aviation trainers [Eagle Eye Newsletter](#), highlighting different lessons and best practices. Of particular interest, NTC started to release its "Top Ten Lessons" white papers. The first five focuses on the brigade legal team, command and control (signal), intelligence, live fire, and sustainment. To receive resources like these from all the CTCs, request to join the [CALL CTC Outreach MS Teams Channel](#) or contact Kevin Kreie, CALL military analyst forward (MAF), at kevin.m.kreie.civ@army.mil.

ARMY LESSONS LEARNED PROGRAM (ALLP) HIGHLIGHTS

CALL hosted the Army Lessons Learned Forum (ALLF) mid-cycle Council of Colonels on 12 June 2024. This event served two key purposes; First, to review the status of ALLF taskings, and to prepare for the upcoming ALLF General Officer Steering Committee (GOSC). Second, to assess the third quarter of the Army Lessons Learned Annual Plan (ALLAP) for fiscal year (FY) 24.

FY24 Army topic leads will produce an information paper for the Commanding General (CG), Combined Arms Center (CAC), highlighting significant observations, lessons, and products produced during the third quarter. For additional guidance, see the [FY24 ALLAP execution order \(EXORD\) 288-23 posted on the CALL restricted website \[CAC login required\]](#).



LTG Milford Beagle, CG, CAC, will chair the ALLF GOSC on 26 July 2024 via Secure Video Teleconference (SVTC). The GOSC will cover the following topics: Combined Joint Task Force - Operation Inherent Resolve (CJTF OIR) Lessons Learned and Multi-Domain Task Force (MDTF) Lessons Learned in U.S. Army Europe and Africa (USAREUR-AF) and U.S. Army Pacific (USARPAC).

U.S. ARMY – BRAZILIAN ARMY 40TH ANNUAL BILATERAL STAFF TALKS

The CALL MAF at U.S. Army South attended the 40th annual staff talks between the armies of Brazil and the United States. The event was hosted at U.S. Army South Headquarters at Joint Base San Antonio–Fort Sam Houston, TX, from 5-6 June 2024. U.S. Army South conducts the Staff Talks program on behalf of the Chief of Staff of the Army. These annual events promote bilateral interests, enhance mutual readiness, and strengthen professional military relationships. The Brazilian Army Head of Delegation was MG Everton Pacheco da Silva, Brazilian Army Attaché to the United States, who led a delegation of 11 members. Accompanying him were MG Marcos Americo Vieira Pessoa, G-5 director; COL Alexandre Colombo, North & Central America desk officer for the Brazilian Army; and other members of the



Brazilian Army attaché to the United States providing presentation on *Setting the Theater* for units in the Amazon region. (Photo courtesy of U.S. Army South Public Affairs Office).

U.S. ARMY – BRAZILIAN ARMY (continued)

Brazilian Army staff. The U.S. Army Head of Delegation was MG William L. Thigpen, Commander, U.S. Army South. Also representing the United States were BG Isabel Smith, New York National Guard, Director of the Joint Staff; COL Chike Williams, Army Attaché at the U.S. Embassy in Brazil; and other members of the U.S. Army South staff.

U.S. Army South provided presentations on U.S. Army strategic planning and cyber operations. The Brazilian Army provided presentations on logistics operations in the Amazon Military Command and on

Brazil border operations. An outcome of staff talks this year was ratifying approximately 80 agreed-to actions (ATAs) executing in calendar year (CY) 2025. The CALL MAF provided the Brazilian Army delegation with copies of CALL publications on PANAMAX and SOUTHERN VANGUARD, as Brazil participated in both exercises, and plans to continue their involvement in the future.

LESSONS LEARNED SEMINAR WITH PANAMA NATIONAL BORDER SERVICE

In support of a U.S. Army South-Panama National Border Service (SENAFRONT) ATA and 1st Security Force Assistance Brigade request for support, our CALL MAF at U.S. Army South conducted a Lessons Learned Program development seminar at the SENAFRONT Lessons Learned Center (CLAF) in Panama City, Panama, from 19-22 March 2024. Attendees included the Senafront CLAF director, Multifunctional Center of Excellence director, five brigade commanders, and representatives from their intelligence and logistics schools, as well as their training directorate.

During CALL's last visit in June 2023, CLAF demonstrated significant advancements with CALL assessing its center and program to be at an initial operational capability (IOC) level.

The past March 2024 exchange witnessed further measurable progress with CLAF well on its way to achieving full operational capability (FOC). The CALL seminar is a proven low cost/high impact method to build trust and strengthen partnerships, resulting in enhanced interoperability and security cooperation. It is also an established venue to share lessons and best

practices between the United States and partner nations. Panama is committed to SENAFRONT-wide modernization, including establishing their own lessons learned center. The next scheduled event will be a CALL FOC operational assessment at a major SENAFRONT exercise within the CY2025 timeframe.



CALL MAF at U.S. Army South presenting to SENAFRONT CLAF director, staff, and brigade commanders.



JOINT READINESS TRAINING CENTER

The Joint Readiness Training Center (JRTC) continues to provide relevant, rigorous, and realistic multi-echelon training to brigade combat teams in preparation for LSCO on the modern battlefield against a near-peer threat with multi-domain 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 LSCO Symposium of '24. Please join us for the ***LSCO Symposium of '24*** on Thursday, 8 August 2024 at 0900-1100 CST. This will be hosted by the incoming Commanding General, BG Jason Curl and the Commander of Ops Group (COG), COL Matthew Hardman. Their scheduled guests are several major and captain observer coach/trainers with over 125 decisive action training environment rotations between them. The panel will discuss LSCO executed at the company level, offering perspectives on a variety of topics, including combined arms maneuver, transparent battlefield, fires, and contested logistics.

Here is the hyperlink for the event: <https://tinyurl.com/JRTC-LSCO-Symposium-24>

Conversations with the Most Hated Unit in the Army - TF Geronimo, 1-509th IN Airborne (ABN) Opposing Forces (OPFOR):

What Affected Us Most:

- Heavy-light Force Integration.
- Dismounted clearance ahead of mechanized forces to disrupt REDFOR AT teams and vector mech forces onto REDFOR.
- Exploiting success with mechanized forces while REDFOR was retrograding to rapidly consolidate gains.
- Mobility assets task organized for combat to breach/reduce obstacles and maintain GLOCs.
- Utilization of MUM-T to identify armored assets for vector fires, CCA, and CAS.
 - Pre-assault fires on objectives followed by rapid commitment of a ground assault force.

- Displacement and dispersion of MCPs, logistical nodes, and fires assets.

What Could Have Affected Us More:

- Counterfire missions to exploit exposure of REDFOR IDF assets and disrupt their employment.
- Gaining and maintaining contact to prevent repositioning of REDFOR for spoiling attacks.
- Rapidly massing combat power to exploit open obstacle lanes in the northern mobility corridor.
- Counterfire from organic assets to deter or defeat OPFOR's ability to mass fires on USFOR.
- Commitment of mounted AT platoons when maneuver was disrupted/momentum was lost.
- Synchronization of fires/CAS with rapid commitment of ground assault force on key terrain/linear danger areas to secure foothold.

Innovations Initiative Program (I2P). The JRTC is pleased to present the Innovations Initiative Program (I2P) designed to rapidly share the emerging trends and best practices for the employment of developing technologies into unit systems and processes. This is achieved through a controlled learning environment that is the crucible of the JRTC experience. The I2P includes JRTC's budding innovations laboratory, which includes multiple 3D printers, drone pilot simulators, and other tools of the OPFOR trade.

Here's why your team should consider volunteering to partner with JRTC's I2P:

- JRTC offers a comprehensive operational environment (OE) conducive to trying innovative solutions to realistic tactical problem sets.
- Units can plan, execute, assess, and refine at operational speed against determined opponents.
- Real-time OPFOR and OC/T feedback from professionals that facilitate nine or more rotations per year on average.
- Access to the innovations lab, which offers equipment, materials, and most importantly the space to work.

JOINT READINESS TRAINING CENTER (continued)



Information convergence and mass media campaign.

Using Link-Tree as the hub for our information, end users can follow the link or use a QR code to find the various branches, such as YouTube or Instagram,

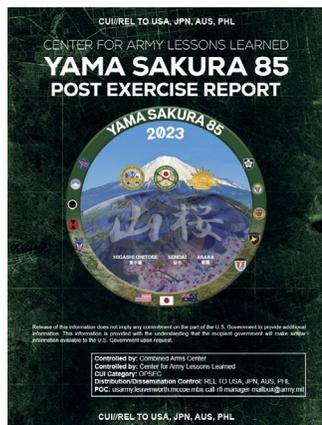
where they are posting the latest and greatest from the JRTC. <https://linktr.ee/jrtc>.

The goal is to provide digestible products that resonate across multi-echelons and warfighting functions throughout the force.

RECENT PUBLICATIONS

A comprehensive handbook covering the European OE, the six WfFs, training tips encompassing home-station training, and useable fighting products/templates for brigade leaders and staff members, enabling the brigade to train and fight in a complex European OE.

[24-1 \(779\), Win in Europe \(Jun 24\)](#)



Yama Sakura (YS) is an annual U.S. Army Pacific (USARPAC) command post exercise (CPX) conducted in Japan to strengthen multi-domain and cross-domain interoperability and readiness between the U.S.-Japan alliance to ensure a free and open Indo-Pacific. Past iterations of YS have been bilateral,

consisting of Japanese and U.S. forces withing the training environment. A change this year is that YS included a division from the Australian Army in the training audience.

[24-880, Yama Sakura 85 Post Exercise Report \(Jun 24\) \[CAC login required\]](#)

As combat operations are successful, the rear area of the division will extend in depth; including previously contested population centers. The division commander must then have the means to address similar threats to friendly forces and overall stability. To meet these stability operation tasks, the civil affairs task force (CATF) is a way for a division to support rear operations during the offense.

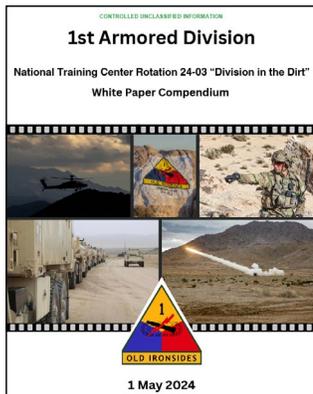
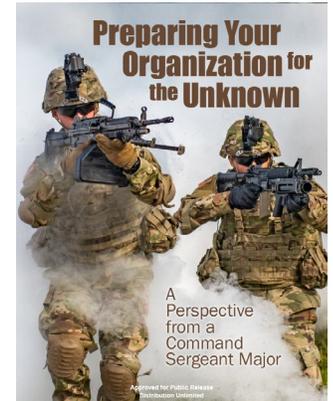
[24-844, Civil Affairs Task Force: Conducting Stability Operations in the Division's Rear Area During the Offense \(Jun 24\)](#)



RECENT PUBLICATIONS (continued)

This release is a vignette discussing lessons that CSM Jesse J. Clark and his organization learned while preparing an infantry battalion for employment during a humanitarian crisis during the noncombatant evacuation operation (NEO) that occurred during the evacuation of Afghanistan during “Operation Allied Refuge.” CSM Clark recounts the tactics, techniques, and procedures he used to prepare an organization for agile employment in an unknown environment. CSM Clark further discusses his battalion’s experience in the operation to demonstrate the effectiveness of the techniques. This paper speaks more to the “art” of training management and leader development and seeks to share best practices for organizational leadership.

[24-850, Preparing Your Organization for the Unknown: A Perspective from a Command Sergeant Major \(May 24\)](#)

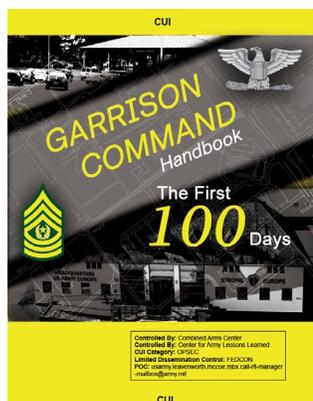
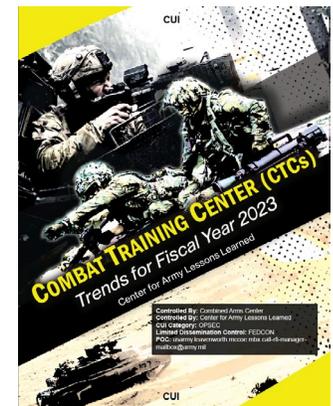


This compendium captures various aspects of 1st Armored Division employment during our division NTC Rotation 24-03 in January 2024. Informed by our participation in Warfighter 23-04 in April 2023 and our subsequent training progression, these articles capture how to fight while sharing observations from the largest, most realistic division CTC rotation to date.

[24-03, 1st Armored Division, National Training Center Rotation White Paper Compendium \(May 24\) \[CAC login required\]](#)

This is the Combat Training Center Trends for fiscal year 2023. There are 77 trends submitted by the operations groups from the NTC, JRTC, and JMRC. Observations and recommendations are tools the leader can use to refine individual and unit training programs.

[24-04 \(816\), Combat Training Center \(CTCs\), Trend for Fiscal Year 2023 \(Apr 24\) \[CAC login required\]](#)



The Garrison Command Handbook (The First 100 Days) is a collaborative effort between CALL and leaders from across U.S. Army Installation Management Command (IMCOM). It provides a ready reference on actions that a new garrison command team should take in the first 100 days to learn about the garrison, build effective partnerships, mitigate risks, and lay the groundwork for effective leadership and service to the Army, Soldiers and families, and the communities that support them.

[24-02 \(700\) Garrison Handbook \(Mar 24\) \[CAC login required\]](#)

RECENT PUBLICATIONS (continued)

ADDITIONAL RELEASES FROM THIS QUARTER:

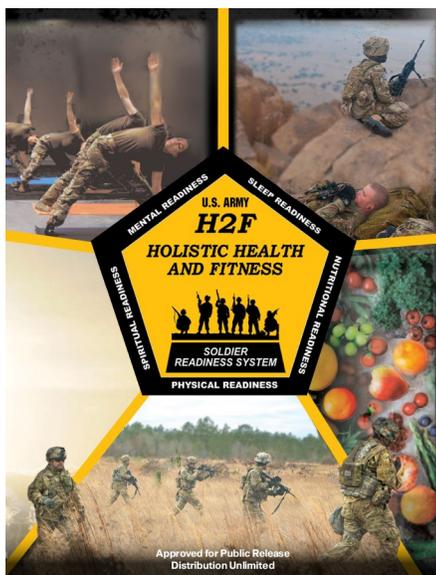
[24-893, Embracing Techcraft: The Future of Soldiering in the Emerging Technological Battlefield \(May 24\)](#)

[24-848, Building a Unit Planning Standard Operating Procedure \(PSOP\) \(May 24\)](#)

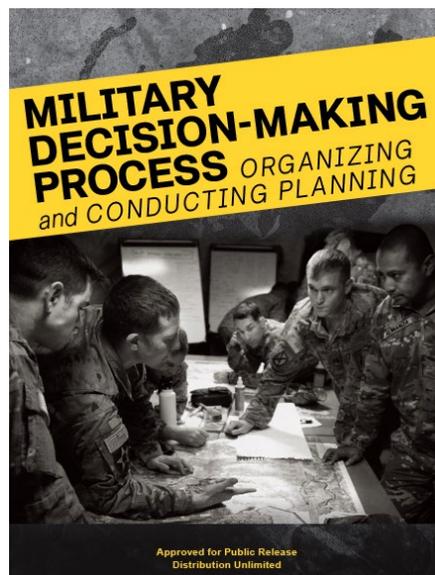
[24-882, Large-Scale Combat Operations, Mission Partner Environment, and Air Force Theater Intelligence Support to the Army \(May 24\) \[CAC login required\]](#)

[24-852, Staff Processes in LSCO Part 1: Rhythm of the Battle \(May 24\)](#)

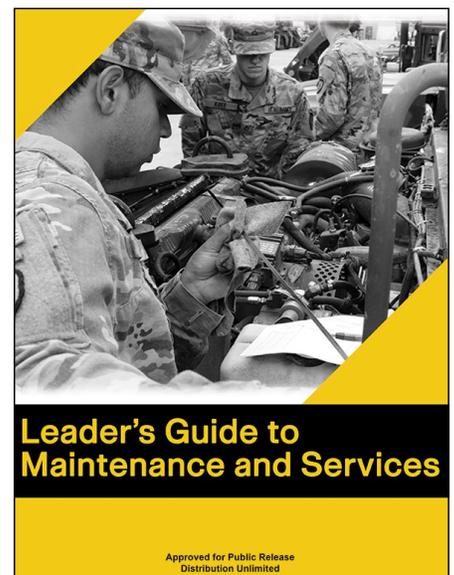
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Holistic Health and Fitness (H2F)



Military Decision-Making Process: Organizing and Conducting Planning



Leader's Guide to Maintenance and Services

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CALL has the resources to get you on the right
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