

2024FY

4th QTR

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

4th QTR, FY24



DIRECTOR'S NOTES

It is my pleasure to be able to welcome you to our latest CALL Insider newsletter covering our releases and activities over the last quarter. Even with it only being 10 weeks since I entered the position as the CALL Director, we have been busy at work.

Our major collection activities took our team members to Kuwait, Germany, the Philippines, Chile, Japan, and New Zealand. Our priorities stateside took us to Camp Atterbury, Fort Shafter, Fort Campbell, Fort Liberty, Fort Sam Houston, Fort Moore, Fort Eustis, and Fort Bliss. Findings and conclusions from our collections will be made available on our website as soon as possible for all audiences.

Some of the latest publication releases which we have on offer are:

- The [Command Post Survivability \[CAC login required\]](#) handbook has been our most popular and requested handbook this quarter. Within it, you can find solid observations from the field, along with doctrinal principles to provide helpful tools and techniques to increase command post (CP) survivability.
- [Staff Processes in LSCO Pt. 2: Running Estimates](#) has been well-received. This release speaks on the importance of providing accurate, relevant, and timely running estimates which will drive decisions. Staff can assist their commander in identifying opportunities for exploitation which will be critical to success in large-scale combat operations.

- The [Joint Pacific Multinational Readiness Center \[CAC login required\]](#), Rotation 24-01, which covered collection objectives centered on the fiscal year 2024 Army collection topics of command post (CP) survivability, allies and partners, integrated air and missile defense, as well as decision dominance.



COL Scott Allen
Director
Center for Army Lessons Learned

- Available now is [Information Advantage: Unmanned Aircraft System, Human Intelligence, and Artificial Intelligence Integration at the Tactical Level \[CAC login required\]](#). This is an interesting read which touches on the integration of experimental details, tactical advantages, the current strengths and capabilities of electronic signature, current limitations, as well as providing a positive progression timeline on a way forward from where we currently stand.
- [Surviving the Swarm: Recommended C-UAS Tactics, Techniques, and Procedures at the Brigade and Below \[CAC login required\]](#) speaks on the contemporary operating environment and how the U.S. Army is advancing its capabilities to effectively counter adversary unmanned aircraft systems (UASs).

DIRECTOR'S NOTES (continued)

We are pleased to have updates to our [CALL Audiobook library](#) with two new additions added in the past weeks. The [Military Decision-Making Process: Organizing and Conducting Planning](#) is our latest release and provides an additional way for audiences to expand the way they receive information. Our other audiobook release provides voiceover for the popular [Holistic Health and Fitness \(H2F\)](#) publication. We have more in the works, with the Leader's Guide to Maintenance and Services audiobook scheduled to be available very soon. In the meantime, enjoy the updated release for the Leader's Guide to Maintenance and Services with new featured content [here](#).

Quick-Fire (and its observation portal) is continuing to be developed, and we have progressed from Version 1.0, with all data entry points being further streamlined for the best user input experience. Transparency is another big part of what we are

trying to accomplish with Quick-Fire so I would like to invite everyone to visit the [Quick-Fire Observation Portal](#) to have access to the same information we see. View which submitted observations have been validated, closed, and archived.

For those who have not had the chance to join our [CALL Restricted site \[CAC login required\]](#), please consider doing so. We currently have 14,045 members and joining this SharePoint site will give you a wide variety of access to our publications which are not available for public release.

I would like to end by extending my thanks to everyone who welcomed me and took the time out to help me get up to speed. My transition has been a smooth one. Stay current with our material releases and stay tuned as we have much in store for the next quarter.

Thank you.

NATIONAL TRAINING CENTER



The National Training Center (NTC) continues to train U.S. Army warfighters, joint, interagency and multinational partners to build and sustain readiness to fight and win. Last quarter included two more brigade combat team (BCT) rotations with 1st Brigade/3rd Infantry Division (Armored) out of Fort Stewart and the 2nd Brigade/1st Infantry Division (Armored) out of Fort Riley. From these and other rotations, NTC continues to communicate with the force with lessons and best practices.

During this quarter, NTC published a host of papers containing the Top 10 Lessons/Best Practices per each specified topic. NTC also continued to share lessons through their *Thinking inside the Box* podcast. The Top 10 Lessons/Best Practices Papers and Podcast topics/hyperlinks can be found on the following page.



A U.S. Soldier assigned to 1st Armored Brigade Combat Team, 3rd Infantry Division provides ground guidance during Rotation 24-09 at the National Training Center, Fort Irwin, CA, 17 July 2024. (U.S. Army photo by SPC James Robinson, Operations Group, National Training Center).

NATIONAL TRAINING CENTER (continued)

Top 10 Lessons/Best Practices:

- Air Defense Artillery
- Movement and Maneuver
- Cavalry Squadrons
- Aviation Operations
- Information Advantage
- Brigade Legal
- Command and Control
- Intelligence [CAC login required]
- Sustainment
- Combined Arms BNs
- Tactical Air Control Party
- Brigade Engineer Battalion
- Combining Arms [CAC login required]
- Field Artillery

New *Thinking inside the Box* episodes:

- [Intel](#) discusses intelligence from the battle staff perspective for units to better understand and prepare before coming to the National Training Center (NTC).
- In [Why the OPFOR Wins](#), the commander of Operations Group sits down with the 11th Armored Cavalry Regiment and troop commanders to give some insight on how “Blackhorse” does the basics of shaping, synchronizing, and shared understanding so well; and how they prepare to fight the rotational unit, while debunking some of the myths.

NTC also released other products this quarter to include a variety of white papers and the aviation trainers [Eagle Eye Newsletter](#) that highlight lessons



U.S. Soldiers assigned to 1st Battalion, 64th Armor Regiment, 1st Armored Brigade Combat Team, 3rd Infantry Division, conduct a live-fire exercise during Rotation 24-09 at the National Training Center in Fort Irwin, CA, 2 August 2024. (U.S. Army photo by PFC Austin Conner, Operations Group, National Training Center).



U.S. Soldiers assigned to 41st Field Artillery Regiment, 1st Armored Brigade Combat Team, 3rd Infantry Division calibrate a M109 Paladin during Rotation 24-09 at the National Training Center, Fort Irwin, CA, 18 July 2024. (U.S. Army photo by SGT Ryan Gosselin, Operations Group, National Training Center).

and best practices. Of particular interest, NTC published through CALL, [Civil Affairs Task Force](#), that discusses conducting stability operations in the division’s rear area during the offense; and an article on [Building a Unit Planning Standard Operating Procedure \(PSOP\)](#).

If you would like to receive additional resources like this 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.

ARMY LESSONS LEARNED PROGRAM (ALLP) HIGHLIGHTS

COL Scott Allen, CALL Director, hosted the fourth quarter assessment of the fiscal year (FY) 24 Army Lessons Learned Annual Plan (ALLAP) on 12 September 2024 via Microsoft Teams during the Army Lessons Learned Forum (ALLF) mid-cycle Council of Colonels (CoC). The FY24 topics discussed were Command Post Survivability, Allies & Partners, Decision Dominance (Information Advantage), Set the Theater, and Integrated Air & Missile Defense. Assessment slides containing all FY24 collection efforts are posted in the ALLP portion of [CALL's restricted website \[CAC login required\]](#) and in the unclassified Joint Lessons Learned Information System (JLLIS) binder N240618-11795. The next ALLF mid-cycle CoC assessment for first quarter FY25 is scheduled for 11 December 2024 via Microsoft Teams.



The planning cycle for FY26 Army collection topics began on 1 October 2024 and will end with recommendations to the Combined Arms Center, Commanding General no later than the ALLF General Officer Steering Committee (GOSC) scheduled for 31 January 2025. CALL will use the ALLF battle rhythm events to conduct mission analysis and course of action development. For additional guidance, see the [FY25 Army Lessons Learned Annual Plan \(ALLAP\) execution order \(EXORD\) 200-24 \[CAC login required\]](#).



JOINT MULTINATIONAL READINESS CENTER

Lessons from the Russo-Ukrainian conflict on obstacles and defense in depth of significant magnitude highlight the need to re-examine the defense in Large-Scale Combat Operations in a European multinational environment. To win in war, Army formations must shape and control physical terrain. Current U.S. national policies, an aging supply of scatterable mines, and the low readiness of delivery systems highlighted a requirement to modernize close terrain shaping obstacles. Our Allies and Partners may have more permissive national caveats and capabilities that commanders and staffs should integrate into their defense plans. The Joint Multinational Readiness Center (JMRC) assists the Army in accelerating transformation efforts by providing a venue for U.S. units and multinational Allies and Partners to test emerging capabilities. The XM204 is a U.S. national

policy-compliant, hand emplaced system that provides an interim Top Attack anti-vehicle capability for NATO forces. Through execution of four rotations, JMRC identified several considerations for commanders to improve tracking and employment of the XM204 against enemy armored formations:



U.S. Army Soldiers assigned to 3/101 AASLT employ the XM204 as part of Combined Resolve 24-02 at JMRC. (Photo by JMRC).

JOINT MULTINATIONAL READINESS TRAINING CENTER (cont.)

Determine the target, desired effect, and relative location. Units can use the XM204 as a standalone obstacle or integrate it with the XM343 Standoff Activated Volcano Obstacle (SAVO) to create a complex obstacle containing both top and bottom attack effects. Rotational units have had success attriting the enemy at key intersections by employing the XM204 as a standalone obstacle. However, when not properly integrated with observed direct and indirect fires, the opposing force (OPFOR) quickly found a bypass after the first attack.

Accurate reporting, tracking, and sharing will prevent fratricide and expedite the transition from the defense to the offense. The XM204 cannot differentiate enemy from friendly elements. The munition repeatedly proved effective, but training units generally destroyed more of their own vehicles than OPFOR vehicles. Units must have a detailed plan that accounts for sharing an accurate

obstacle overlay to U.S. *and* multinational units, obstacle transfer procedures, and a method for visual recognition outside of the zone of authority. Though the XM204 is not a mine, technically alleviating the requirement to install fratricide fence, units need a standardized marking procedure to prevent fratricide. Understanding friendly avenues of approach, forward and rearward passage lanes, medical evacuation routes, and self-deactivation times are also important in mitigating fratricide.

Rotational units need to consider constraints on resources when planning XM204 employment.

The XM204 is a proven lethal munition that will contribute to NATO's economy of force. However, commanders must carefully consider the allocation of XM204s across the brigade task force to ensure effective emplacement throughout all phases of an operation, given the realities of a limited supply of the munition.

U.S. ARMY SOUTH, SOUTHERN FENIX 24

Our CALL Military Analyst Forward (MAF) at U.S. Army South conducted collection operations and key leader interviews at SOUTHERN FENIX 24 (SF24) in Iquique, Chile, from 25 August to 9 September 2024. SF24 is a bilateral, U.S. Army South led fires exercise with the Chilean Army. Of significance, this is the first time the U.S. and Chile had conducted a combined exercise with conventional forces. The scenario had Chilean, U.S., and Argentine forces in support of a United Nations Security Council Resolution (UNSCR) stabilization mission. Participating U.S. units included elements from U.S. Army South; 2nd Brigade, 11th Airborne Division; 75th Field Artillery Brigade; 4th Battalion, 1st Security Force Assistance Brigade; 1-228th Aviation Regiment; and Texas Medical Readiness Detachment. The Chilean Army provided elements from their VI Army Division Headquarters and its 2nd Infantry Brigade.

Major operations included combined maneuvers, combined night equipment jumps, combined artillery

live-fire with the U.S. Army's M142 High Mobility Artillery Rocket System (HIMARS) and the Chilean Army's Light Artillery Rocket (LAR) 160 System, and multiple air and ground medical evacuation (MEDEVAC) missions.



HIMARS crews from 1-14 Field Artillery Regiment, 75th Field Artillery Brigade out of Fort Sill, OK, establishing firing position and launching rockets in a combined live-fire exercise with the Chilean Army in Iquique, Chile.

U.S. ARMY SOUTH, PANAMAX 24

A CALL Military Analyst Forward (MAF) at U.S. Army South conducted collection operations and key leader interviews at PANAMAX 24 (PMX24) at Fort Sam Houston, Texas from 5-15 August 2024. PMX24 is a U.S. Southern Command (USSOUTHCOM) sponsored biennial multinational exercise with U.S. Army South transitioning to be Multinational Force South (MNFS). This year, 15



The USSOUTHCOM Commander and U.S. Army South (MNFS) Commander at the morning BUB.

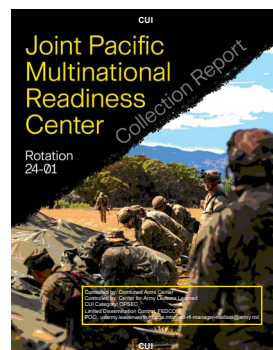


MNFS staff and subordinate units attending the evening battle update briefing (BUB).

different nations across the USSOUTHCOM AOR participated. The focus of the exercise was on Panama Canal security and stability operations under the auspices of a United Nations Security Council Resolution (UNSCR). The importance of the exercise extended beyond operational readiness; it also served as a platform to enhance multinational interoperability, foster partner nation relationships, and test command and control systems.

RECENT PUBLICATIONS

The Center for Army Lessons Learned (CALL) sent a collection and analysis team (CAAT) to Joint Pacific Multinational Readiness Center (JPMRC) Rotation 24-01 located at Schofield Barracks, HI. The team was comprised of representatives from CALL and from the Maneuver, Cyber, Aviation, Fires, Sustainment, and Intelligence Centers of Excellence (COEs).



RECENT PUBLICATIONS (continued)

The collection objectives centered on the fiscal year 2024 Army collection topics of command post (CP) survivability, allies and partners, integrated air and missile defense, decision dominance, and set the theater. Additionally, the CAAT made observations about what JPMRC provides training audiences that is unique from other combat training centers (CTCs).

[24-881, Joint Pacific Multinational Readiness Center, Rotation 24-01 \(Aug 24\) \[CAC login required\]](#)



From 13 to 18 May 2024, an analyst from the Center for Army Lessons Learned Corps and Division Branch (CDB) attended the 2024 U.S. Army Military Working Dog (MWD) Leadership and Training Symposium. The analyst observed military initiatives for MWD support to large-scale combat operations (LSCO) at the Alpena Combat Readiness Training Center in Alpena, MI.

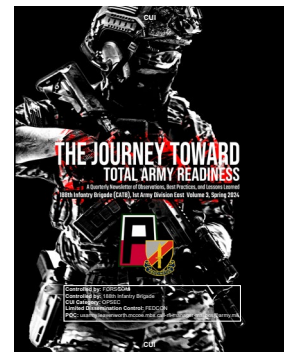
Read on their unique capabilities in searching, tracking, detection, and other techniques.

[24-910, Employing Military Working Dogs in Large-Scale Combat Operations \(Aug 24\)](#)

As the U.S. Army enters a period of restructuring and transitions, the Army National Guard (ARNG) and the U.S. Army Reserve (USAR) continue to remain an essential asset to the country by providing equipped and skilled forces for Combatant Commanders.

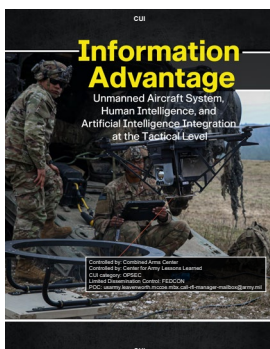
This release illustrates the best practices and experiences from 188th Infantry Brigade advisors, Army National Guard and Reserve component partner units, and perspectives from leaders and Soldiers across the force.

[24-916, The Journey Toward Total Army Readiness \(Aug 24\) \[CAC login required\]](#)



This release touches on the integration of experimental details, tactical advantages, the current strengths and capabilities of electronic signature, current limitations, as well as a positive progression timeline on a way forward.

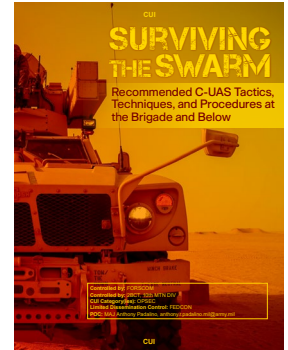
[24-892, Information Advantage: Unmanned Aircraft System, Human Intelligence, and Artificial Intelligence Integration at the Tactical Level \(Aug 24\) \[CAC login required\]](#)



RECENT PUBLICATIONS (continued)

This publication seeks to convey the lessons learned from front-line experiences and expert analysis, providing a solution for Army brigades to improve their counter-unmanned aircraft systems (C-UAS) capabilities in Large-Scale Combat Operations (LSCO) and at fixed sites.

[24-901, Surviving the Swarm: Recommended C-UAS Tactics, Techniques, and Procedures at the Brigade and Below \(Aug 24\) \[CAC login required\]](#)



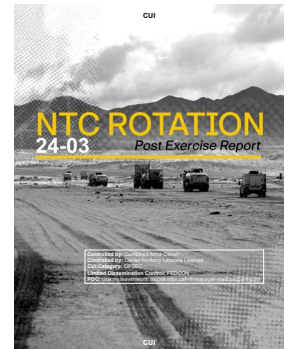
This publication addresses the topics of casualty notification at home station, the handling of large numbers of casualties associated with LSCO in the flow of casualties, temporary interment, and multinational religious support interoperability.

[24-854, Religious Support during Large-Scale Combat Operations \(Aug 24\)](#)

NTC Rotation 24-03 focused on training a U.S. Army armored division which conducted a force-on-force exercise. Specific focus was placed on how to shape the deep fight and generate combat power of follow-on-forces at Fort Irwin, California.

CALL conducted an analysis on the ability of the NTC to facilitate sustained Division rotations in a DOTMLPF-P framework.

[24-879, NTC Rotation 24-03, Post Exercise Report \(Aug 24\) \[CAC login required\]](#)



The Command Post Survivability handbook shares solid observations from the field, along with doctrinal principles to provide helpful tools and techniques to increase command post (CP) survivability. Explore the options available to CP personnel, networks, and the physical CPs which mitigate the risk to adversarial sensing and attack.

This handbook also touches on the future of operational environments where we may see command post constellations (CPCs) more widely dispersed with redundant capabilities that will lessen the effects of an effective strike.

[24-05 \(754\), Command Post Survivability \(Aug 24\) \[CAC login required\]](#)

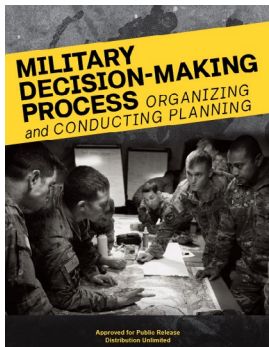
RECENT PUBLICATIONS (continued)

ADDITIONAL RELEASES FROM THIS QUARTER:

24-894, Staff Processes in LSCO Pt. 2: Running Estimates
(Crawling When We Need to Run) (Sep 24)

24-883, How We Fight: 1st Cavalry Division, Division Air and Missile Defense (Aug 24)

NEW AUDIOBOOKS AVAILABLE NOW

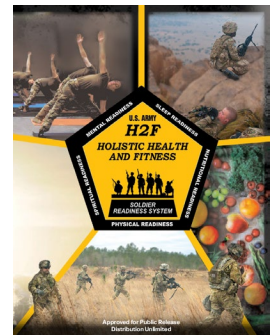


[Military Decision-Making Process: Organizing and Conducting Planning](#)
Audiobook released: August 2024.

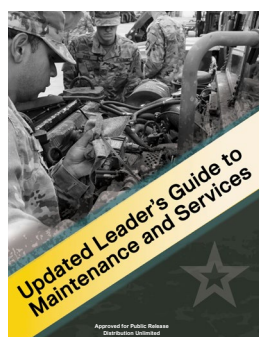
This audiobook provides voiceover for one of the most popular publications ever released by CALL. The military decision-making process (MDMP) is a process to be embraced and mastered by all staffs charged with developing operations plans and orders. It is a systematic process that enables commanders and their staffs to apply critical and creative thinking and doctrine to solve problems and establish the framework and conditions for commanders to make effective decisions.

[Holistic Health and Fitness \(H2F\)](#)
Audiobook released: July 2024.

This audiobook provides a compilation of holistic health and fitness (H2F) best practices and lessons learned put together by the United States Army Center for Initial Military Training (CIMT) based on engagements with H2F-resourced brigades (BDEs) in the active component (AC) to facilitate implementation of the H2F system.



NEW AUDIOBOOK COMING SOON!



Leader's Guide to Maintenance and Services

This audiobook will detail 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.

View or download the updated print version here: [23-08 \(682\), Updated Leader's Guide to Maintenance and Services \(May 24\)](#)

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