

2025FY

1st QTR

CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

1st QTR, FY25



DIRECTOR'S NOTES

Happy New Year! Thank you for taking the time to view the latest edition of our quarterly CALL Insider newsletter. Once again, it is our pleasure to highlight our latest releases and share our activities from the previous quarter.

CALL has been engaged in multiple ongoing efforts, with the latest being team members returning from Germany and surrounding areas. Insights and conclusions from this collection effort remains a top priority for CALL, with findings scheduled for release in the coming days.

In the meantime, here are some of our recently released publications:

- [Southern Vanguard 24](#) highlights from the annual exercise which serves as a pillar for USARSOUTH in establishing the essential foundations for a lasting integration with select partner nations across the U.S. Southern Command (USSOUTHCOM) area of responsibility.
- Held this past summer, the [Warfighter \(WFX\) 24-5 \[CAC login required\]](#) exercise was set in the Pacific and built upon a Decisive Action Training Environment (DATE)-backed scenario. The training audience conducted a variety of offensive operations and enabling tasks, including joint forcible entry operations (JFEO) by air and sea.
- [Defining Conditions for Success: The Hidden Wargaming Output](#) speaks to the importance of establishing conditions for execution and how commanders empower their subordinates, their command posts, and their organizations for

success by making the effort to clearly define conditions as part of wargaming.

- The [Understanding Security Cooperation](#) handbook explores the role of security assistance for geographic combatant commands and theater armies.

It expands on not only strategic access but also builds capacity or capabilities with allies and partners as part of setting the theater.

- [Breaking through the Dragon's Teeth \[CAC login required\]](#) captures NTC observations and makes recommendations for organizational change across the realm of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P).

I am excited to announce our [Quick-Fire Observation tool](#) has been nominated as a finalist in the Power BI Platform category in the DOD Innovation Leadership Competition. Quick-Fire is continuously being improved and streamlined for the best possible user experience - which allows for even more precise observation submissions and data collection. The SIPR Quick-Fire Portal is also functional, with the link address located on our [Restricted CALL SharePoint site \(CAC login is required\)](#).



COL Scott Allen
Director
Center for Army Lessons Learned

DIRECTOR'S NOTES (continued)

I would like to remind all our readers that many of our publications can be ordered and mailed straight to your doorstep! To better deliver products to the total force, the previous requirement that publications could only be shipped to a valid military address has been removed. We can process orders for any available publication to be shipped with up to **100** copies per publication per order. You can click [here](#) to get your delivery request started.

There will be much to report in the coming months with significant new materials set to be released so please stay tuned. We always value your feedback and remind you that our office and library doors are always open to you.

May this new year bring you much joy, luck, and success!

Thank you.



LESSONS LEARNED PROGRAM DEVELOPMENT SEMINAR WITH CHILEAN ARMY

In support of a U.S. Army South-Chilean Army FY24 Agreed-to-Action, our CALL Military Analyst Forward (MAF) at U.S. Army South conducted a Lessons Learned Program Development Seminar at the Chilean Army Lessons Learned Center (CELAE) in Santiago, Chile from 24-26 September 2024. The event marks the first time the U.S. and Chilean Army lessons learned centers have met in Chile. Additionally, the Combined Arms Doctrine Directorate (CADD) provided a virtual Doctrine Development Seminar on Day 2 of the engagement. Attendees included the Chilean Army Doctrine Division Chief of Staff/Lessons Learned Center Director, Doctrine



CALL MAF (right) at U.S. Army South conducting seminar with Chilean Army Doctrine Division Commander (left) and Chilean Army Doctrine Division Chief of Staff/Lessons Learned Center Director (center).

Division Commander, Chief of Doctrine and Lessons Learned Publications Department, and assigned CELAE analysts. The CALL seminar ensured access is increased between the U.S. and Chile. Results included the strengthening of partnerships, improved interoperability, and enhanced mutual readiness.

NATIONAL TRAINING CENTER



The National Training Center (NTC) continues to train rotational training units, joint, interagency, and multinational partners to build and sustain readiness to fight and win. The last quarter included a training rotation with the 2nd Armored Brigade Combat Team (Black Jack), 1st Cavalry Division (First Team). While the training environment is normally at the brigade combat team level, NTC will be conducting a division-level exercise in January with the 1st Infantry Division (The Big Red One) in 25-03, followed by a February rotation with their First Brigade (Devil Brigade) in 25-04.

NTC continues to share lessons from these rotations through their *TAC Talks* videos and *Thinking Inside the Box – The Gauntlet* podcast. New videos/podcasts are highlighted below:

New *TAC Talk* videos:

- In [TAC Talks Episode 14: What Makes a Great AAR](#), MG Curtis Taylor provides his top ten principles to what makes a great after action review (AAR).



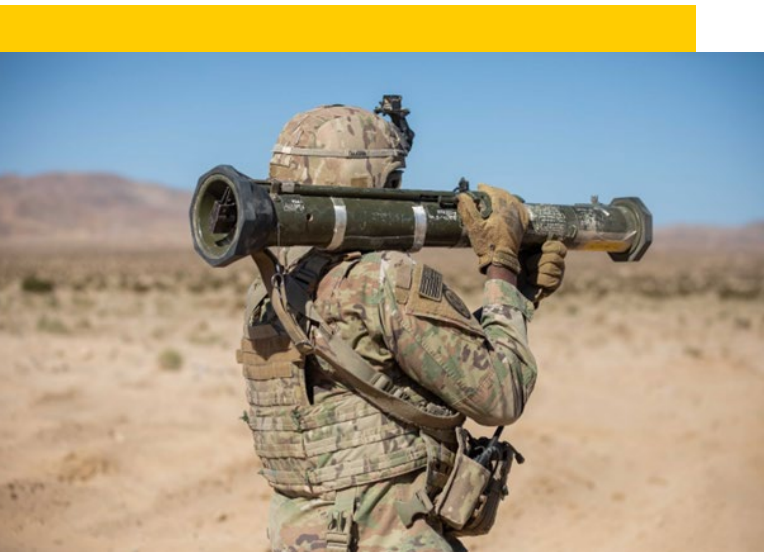
U.S. Soldiers assigned to 1st Battalion, 9th Cavalry Regiment, 2nd Armored Brigade Combat Team, 1st Cavalry Division fire an M1 Abrams main battle tank at an enemy target during Rotation 25-02 at the National Training Center, Fort Irwin, CA, 7 November 2024. (U.S. Army photo by SPC Casey Auman, Operations Group, National Training Center).

- [TAC Talks Episode 15: Fighting Army Aviation in LSCO](#) is the first of three parts, focusing on aviation at a distance is discussed with topics such as a transparent battlefield, what was learned from past and current operations, sustainment observations, and command and control.

New *Thinking Inside the Box – The Gauntlet* episodes:

- [Thinking Inside the Box - The Gauntlet Episode 16: Fires](#) describes how a battalion fire support officer (FSO) best prepares the fires cell to receive and execute fire missions at the National Training Center.
- [Thinking Inside the Box - The Gauntlet Episode 17: Movement and Maneuver](#) describes the operations' process (plan, prepare, execute and access), speaks on what some of the common problems are during battalion to company handovers, and shares best practices in preparation from an integration perspective.

Other NTC podcasts include an episode on *The Dirt Logistician* titled [NCO Roles in the Division LOGPAC](#) discusses best practices when preparing for the division logistics package (LOGPAC) at the division support area (DSA) and receiving the division LOGPAC at the brigade support area (BSA). The NTC Special Operations Training Detachment also



A U.S. Soldier assigned to 15th Brigade Support Battalion, 2nd Armored Brigade Combat Team, 1st Cavalry Division prepares to fire at enemy targets during Decisive Action Rotation 25-02 at the National Training Center, Fort Irwin, CA, 6 November 2024. (U.S. Army photo by SPC Jeffrey Garland, Operations Group, National Training Center).

NATIONAL TRAINING CENTER (continued)

produced and published several episodes on their newly created *Off the Radar* podcast, focusing on the training and preparation of the Army Special Operations Forces community.

NTC also released other products this quarter to include a variety of papers and the aviation trainers *Eagle Eye Newsletter*. Of particular interest, the NTC opposing force released an extensive written product titled *Battle in the Desert: Fighting and Winning at the Tactical Level*. If you would like to receive resources like these 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



A U.S. Soldier assigned to 1st Battalion, 9th Cavalry Regiment, 2nd Armored Brigade Combat Team, 1st Cavalry Division engages enemy targets while clearing buildings during Rotation 25-02 at the National Training Center, Fort Irwin, CA, 7 November 2024. (U.S. Army photo by SPC Casey Auman, Operations Group, National Training Center).



JOINT MULTINATIONAL READINESS CENTER

Redefining Airspace Management

With the estimated production of over one million drones, the proliferation of small Unmanned Aerial Systems (sUAS) in the Russo-Ukrainian War drove a significant increase in the number of aircraft flying, which increased demands against low-altitude airspace usage. Heavy sUAS utilization necessitates a robust, layered, and flexible airspace management system capable of enabling both manned and unmanned aircraft. At the Joint Multinational Readiness Center (JMRC), effective airspace management is crucial to the success of rotational training exercises. The integration of rotary-wing (RW) aircraft and sUAS for both multinational training units and opposing forces in JMRC's diverse training area requires precise coordination and deconfliction to ensure effectiveness while minimizing risks. To accomplish this, JMRC coaches the Brigade to develop and manage a unit airspace plan (UAP) using a keypad map controlled by the Hohenfels Tower to deconflict manned and unmanned systems. The keypad map is critical for airspace management

with joint and multinational forces who do not share common C2 systems.

Recently, JMRC implemented the keypad map for the 173rd BDE who brought 60+ newly acquired sUAS platforms. The increase in aircraft volumes necessitated a common management system to enable permissive use of the airspace. The keypad map serves as a standardized tool for every pilot and sUAS operator. The Brigade (BDE) Air Defense Airspace Management (ADAM)/Brigade Aviation Element (BAE) manages these keypads in real time as part of their UAP. Operators establish informal Restricted Operating Zones (ROZs) at 0-500 ft, 500-5000 ft, >5000 ft above ground level (AGL) as procedural control methods before any flight. Prior to launching RW aircraft, pilots confirm that their route is clear with the ADAM/BAE and Hohenfels Tower. By deconflicting both laterally and vertically using keypads, JMRC enables simultaneous sUAS and RW operations, allowing for mass of combat power during key phases of the mission.

JOINT MULTINATIONAL READINESS TRAINING CENTER (cont.)

Additionally, JMRC permits an unlimited number of sUAS to operate within an established ROZ. JMRC also removed the 1-to-1 Observer/Coach-Trainer (OCT) to sUAS operator ratio, giving units the freedom to fly in allotted airspace. JMRC also allows RW aircraft to transit above or below established UAS ROZs, ensuring deconfliction by altitude. Implementing an airspace plan that ensures the ability to integrate sUAS in-depth without compromising RW aircraft maneuverability must become a priority for all units.



A Soldier from 173rd BDE prepares to launch a Skydio X10D during preparation for Saber Junction 24. (Photo courtesy of JMRC).

ARMY LESSONS LEARNED PROGRAM (ALLP) HIGHLIGHTS

Mr. Roger Dean, on behalf of COL Scott Allen – CALL Director, hosted the first Quarter Program Assessment (QPA) of the fiscal year (FY) 25 Army Lessons Learned Annual Plan (ALLAP) on 11 December 2025 via Microsoft Teams during the Army Lessons Learned Forum (ALLF) mid-cycle Council of Colonels (CoC). The FY25 topics discussed were See, Sense, Understand, and Direct; Multi-Echelon Fires; Focused Warfighting Functions; and Modernization. Assessment slides containing all FY25 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 QPA is scheduled during the ALLF mid-cycle CoC on 12 March 2025 via Microsoft Teams.

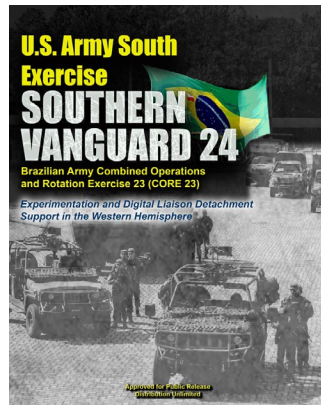


Several of the documents in this publication are linked to the Joint Lessons Learned Information System (JLLIS). This system is only available to authorized users. In order to access the site, you must establish a JLLIS account at <https://www.jllis.mil>

RECENT PUBLICATIONS

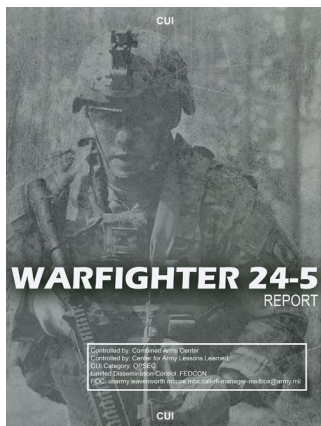
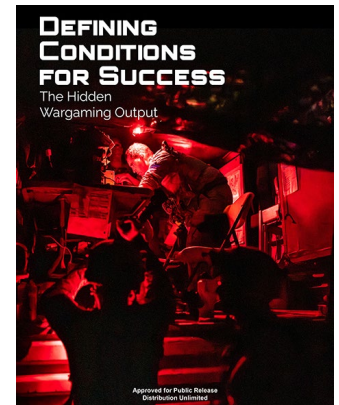
The U.S. Army South (USARSOUTH) SOUTHERN VANGUARD series of exercises are built to enhance relationships, promote mutual military readiness, and to increase interoperability between the United States and Western Hemisphere forces. This annual exercise is a cornerstone for USARSOUTH to establish the foundation for lasting integrated deterrence with select partner nations across the U.S. Southern Command (USSOUTHCOM) area of responsibility (AOR).

[25-911, U.S. Army South Exercise: Southern Vanguard 24 \(Dec 24\)](#)



Establishing conditions for execution is critical to success; however, doctrine does not clearly define the process of how to do so. In the absence of a detailed, doctrinal “how to”, many organizations struggle to define the required conditions. A deeper interpretation and understanding of why there are certain steps in the military decision-making process (MDMP) yields the answer: wargaming.

[25-917, Defining Conditions for Success: The Hidden Wargaming Output \(Oct 24\)](#)



Executed from the end of July through August in 2024, the exercise scenario was set in the Western Pacific and built upon a Decisive Action Training Environment (DATE)-backed scenario. XVIII Airborne Corps, located at Fort Liberty, was the primary training audience; 101st Airborne Division (Air Assault)

and 5 Special Forces Group (SFG), located at Fort Campbell, were secondary training audiences.

The corps conducted a variety of offensive operations and enabling tasks, including Joint Forcible Entry Operations (JFEO) by air and sea. U.S. Army Pacific served as the higher command (HICOM) and exercise director.

[25-930, WFX 24-5 Exercise \(Oct 24\) \[CAC login required\]](#)



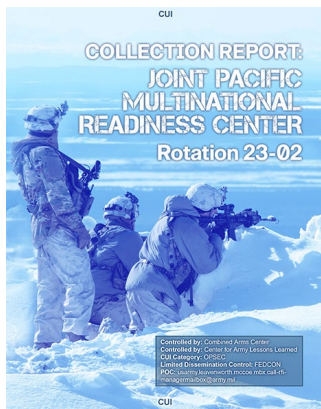
[25-01 \(768\), Understanding Security Cooperation \(Oct 24\)](#)

This release is a holistic view of Security Cooperation and is designed to inform planners or analysts who are new to the Security Cooperation Enterprise on what are the policies, who are the stakeholders, what is assessment, monitoring, and evaluation (AM&E), and what are some of the key programs and authorities.

RECENT PUBLICATIONS (continued)

CALL sent a two-person collection team to Joint Pacific Multinational Readiness Center (JPMRC) Rotation 23-02, held at Fort Wainwright, AK. The purpose of the JPMRC Rotation 23-02 was to train on joint and multinational operations in the arctic and improve unit proficiencies in the key areas of readiness to deploy, fight, and win large-scale combat operations (LSCO) in frigid environments. This rotation allowed for the possibility of informing the U.S. Army on arctic doctrine and strategy through gaps, lessons learned, and best practices from JPMRC rotations in Alaska across the DOTMLPF-P spectrum.

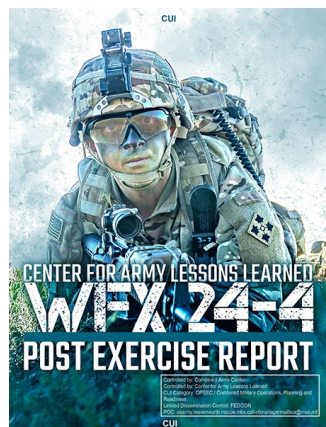
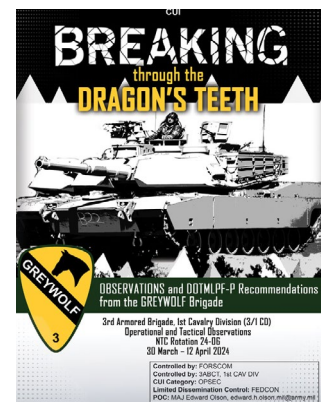
[JPMRC 23-02, Post Exercise Report \(Sept 24\) \[CAC login required\]](#)



The 3rd Armored Brigade Combat Team, Greywolf, of the 1st Cavalry Division, conducted National Training Center (NTC) Rotation 24-06 from the end of March through April 2024.

This publication captures observations and makes recommendations for organizational change across the realm of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P).

[Breaking through the Dragon's Teeth \(Aug 24\) \[CAC login required\]](#)



[24-931, WFX 24-4 Exercise Report \(Aug 24\) \[CAC login required\]](#)

This exercise was conducted under the Mission Command Training Program with the 38th Infantry Division (38 ID) and its major subordinate commands (MSCs) as the primary training audience.



[24-868, WFX 24-2 Post Exercise Report \(Aug 24\) \[CAC login required\]](#)

The CALL Collection and Analysis Team (CAAT) observed WFX 24-2 in November 2023 to identify challenges, issues, gaps, and effective techniques/practices in planning and executing multi-domain, large-scale combat operations at the division-level.

RECENT PUBLICATIONS (continued)

The value of a wartime lessons learned program is confirmed through the example set forth by the Israeli 99th Infantry Division C-WIT and CALL's efforts during the War on Terror. Experience shows that the discovery, validation, integration, and assessment of lessons improves readiness and the combat capabilities of the armed forces.

[24-902, Key Leader Interview \(Aug 24\) \[CAC login required\]](#)

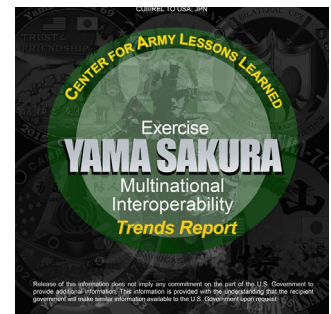


This publication provides information on how joint air operations are planned and executed, while describing current airspace control capabilities available to Army division and corps commanders, and to discuss how the JAGIC tactics, techniques, and procedures (TTPs) enhance C2/situational awareness for corps/division commanders and the JFACC.

[24-908, Airspace as a Weapon: What Commanders Need to Know about Airspace to be Effective \(Aug 24\)](#)

This release is a review of past Yama Sakura exercise reports which reveal trends that represent the challenges of building interoperability between U.S and Japanese forces.

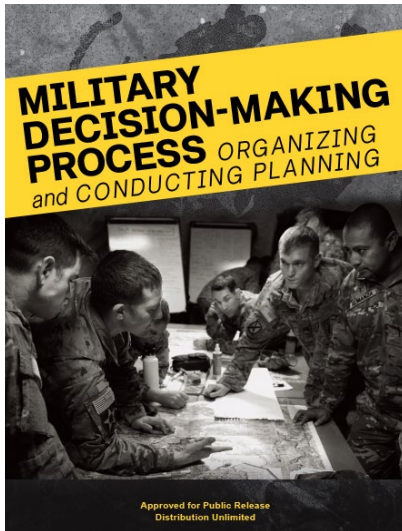
[24-915, Yama Sakura Multinational Trends Report \(Aug 24\) \[CAC login required\]](#)



ADDITIONAL RELEASES FROM THIS QUARTER:

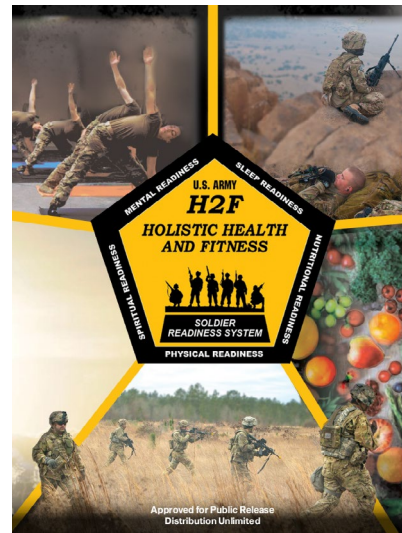
[25-932, Embracing Techcraft: Optimal Elements of Army Techcraft Culture \(Nov 24\)](#)

AUDIOBOOKS AVAILABLE NOW



23-07 (594), Military Decision-Making Process (MDMP): Organizing and Conducting Planning
Released: August 2024

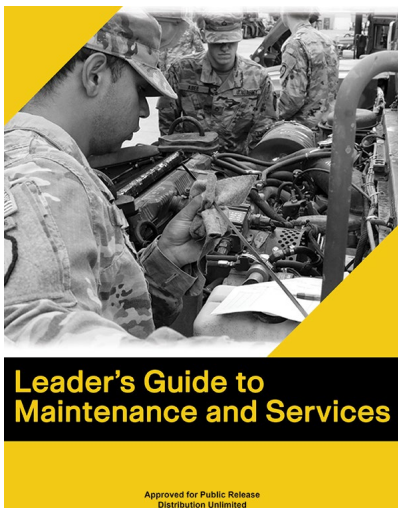
- 18-24, The First 100 Days of Platoon Leadership
- 22-04, The First 100 Days of Company Leadership
- 21-14, Building Cohesive Teams



23-06, Holistic Health and Fitness (H2F)
Released: July 2024

- 19-18, Commander and Staff Guide to Rehearsals
- 21-06, Preparing for Large-Scale Combat Operations
- 20-06, How to Master Wargaming

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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