



# CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

1st Quarter, FY2019



## Director's Corner

After almost six months as CALL Director, I've made a few organizational changes that are primarily invisible to you, but are efforts that further CALL's mission in driving change and supporting the Army as it transitions to a large-scale ground combat operations focus. Expect to see our products and collections reflect that change as we support exercises and deliver handbooks and other publications.



Also, you have probably noticed that we've taken the *CALL Insider* to a quarterly schedule; it will recap our publications as well as provide insights from the CTCs for the previous three months. In addition, we will continue to produce the monthly "New Products From CALL" email (subscribe at <https://call2.army.mil> [CAC login required] if you want to stay current on "What's New").

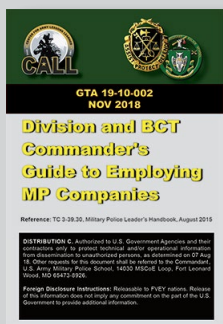
Finally, we recently stood up a CALL Director's Action Group (DAG) and I immediately charged them with producing a series of essays on operations to stimulate thought and discussion. The first two DAG'Rs (DAG Reports) "The Next Arms Race" and "Considerations for Multi-Domain Operation Success" can be found on the CALL public website. I encourage you to read and discuss them with your teams.

Mike Lawson  
COL, FA

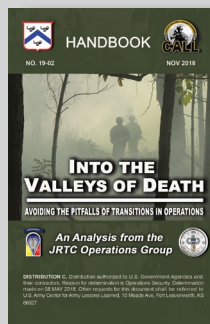
### [GTA 19-10-002: Division and BCT Commander's Guide to Employing MP Companies](#)

(CAC login required)

This graphic training aid (GTA) provides a quick reference for division and brigade combat team (BCT) commanders and staff on how to best employ a standard military police (MP) company under various conditions and in support of major missions. This is the first GTA in a leader series on MP employment.



## Recent CALL Publications

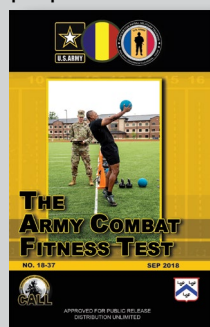


### [19-02: Into the Valleys of Death — Avoiding the Pitfalls of Transitions in Operations](#) (CAC login required)

This handbook offers a multi-echelon cross-phase approach to avoiding the multiple valleys of death at the Joint Readiness Training Center (JRTC). The intent is to separate the phases of a JRTC rotation and examine each in detail by echelon and warfighting

function. The authors highlight the strands of connective tissue that bind operations from one phase to the next; this allows the reader to see the issues that repeat themselves. For example, a functional command post is every bit as important in the last phase as it is during the joint forcible entry. Units should consider repetitive imperatives as focal points for standard operating procedures and for training in preparation for a decisive action rotation. [JLLIS link.](#)

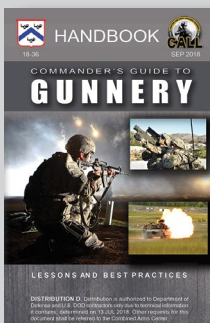
### [18-37: The Army Combat Fitness Test Handbook](#)



This handbook is a compilation of products developed by the Center for Initial Military Training in preparation for the Army-wide implementation of the Army Combat Fitness Test (ACFT). Refinements are expected as testing units provide feedback, but in the interim, this handbook provides commanders, leaders, and Soldiers

with a guide to preparing for and administering the ACFT. [JLLIS link.](#)

### [18-36: Commander's Guide to Gunnery Handbook](#) (CAC login required)

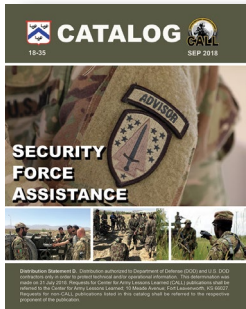


This guide is written primarily for commanders of maneuver units in armored, Stryker, or infantry formations, as well as cannon artillery and Stinger air defense units. This handbook encompasses the critical training that builds a unit's ability to shoot, move, and communicate.

[JLLIS link.](#)



Recent CALL Publications, cont.



**18-35: Security Force Assistance Catalog** (CAC login required)

This catalog provides advise and assist doctrinal references, operational observations, and insights that focus on past and present security force assistance (SFA) mission sets. The resources listed consist of SFA-focused CALL handbooks, after action reports (AARs), News From the Front (NFTF) articles, field manuals, regulations, executive summaries, and other publications. [JLLIS link.](#)



**19-01: Security and the State Partnership Program Bulletin**

The State Partnership Program is a Department of Defense security cooperation program, managed and administered by the National Guard Bureau, executed and coordinated by the geographic combatant commands (GCCs), with personnel sourced by the National Guard. It is an innovative, small-footprint tool supporting the security cooperation goals of the GCCs and the U.S. Chief of Mission for the partner nation. This publication provides an overview of program highlights and activities. [JLLIS link.](#)

**Shaping the Security Environment in Europe: Saber Strike 18 Exercise Report** (CAC login required)

This report provides a summary of key observations, insights, lessons, and best practices from a CALL-led multi-organizational collection and analysis team (CAAT) during Exercise Saber Strike 18 (SbS18). SbS18 and associated exercises were conducted between 3-15 June 2018 at various locations throughout Poland, Latvia, Lithuania, and Estonia to deter potential adversaries and assure allies of the U.S. commitment to NATO's collective defense. [JLLIS](#)

**Initial Impressions Report: Multi-Domain Operations RIMPAC 2018** (CAC login required)

The purpose of this publication is to provide insights, lessons, and best practices for operationalizing the emerging concept of multi-domain operations (MDO) during the exercise Rim of the Pacific (RIMPAC) 2018. This initial impressions report is the fifth installment of a series of publications and focuses on the employment of the Army Multi-Domain Task Force (MDTF) in the Asia-Pacific region. It will be used to inform the Army's full doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) capability development for the MDTF pilot program, and inform a CALL MDO special study. [JLLIS link.](#)

News From the Front and CTCs

**Advising at the Ministerial Level in Afghanistan: Insights from Major General Willard M. Burleson III**

**Insights from Brig. Gen. S. Clinton Hinote**

**Stinger Employment in the Battalion Fight** (CAC login required)

**Leveraging Information at the Brigade Level**

**Counter UAS 2.0** (CAC login required)

**Interoperable Communications in the Multinational Support Battalion** (CAC login required)

**Questions of Mobile Gun System Platoon Relationships Within the SBCT**

**The 404th Civil Affairs Battalion — Enabling Capacity Building Through English Discussion Groups**

**Saber Guardian 17 Intermediate Staging Base Operations**

**Camouflage in Medical Operations**

**Class VIII Blood Supply Support to Current Operations for Medical Planners**

**Army Logistics Over-the-Shore: Nautical Horizon 18**

**The Tropical Medicine Course CJTF-HOA for Medical Personnel Deployed to Africa**

**FY20 Lessons Learned Workshop!**

CALL hosts the FY20 Army Lessons Learned Workshop (ALLSWS), 26-27 MAR 2019, at the Frontier Conference Center, Fort Leavenworth, KS. This annual event prioritizes and synchronizes future Army collection efforts to increase readiness and the lethality of Army units and organizations. The event also facilitates collaboration with the Army Lessons Learned Program community to develop and enhance Army lessons learned initiatives. Official email invitations will be sent across the Army and registration for invited organizations will begin 11 JAN 2019. For more information, visit the [CALL ALLSWS site.](#) (CAC login required).

**Best Practices and After Action Report Submissions**

[An Integrated Brigade Deep Fight: Brigade Deep Battle 2.0](#) (CAC login required)

[Warfighter 18-3 Reflection Paper — 1st Infantry Division Cyber Network Defense](#) (CAC login required)

[76th Infantry Brigade Planning Standard Operating Procedure](#) (CAC login required)

[2ID DIVARTY Increment 1 \(INC1\) to Increment 2 \(INC2\) Interconnectivity](#) (CAC login required)

[Aviation Ammunition Management in Afghanistan](#) (CAC login required)

[Processes, Systems, and Programs for Ammunition Support Activities: An Accountable Officer's Perspective](#) (CAC login required)

**News You Can Use**

**Dataminr**

Looking for information tailored to your needs? Check out Dataminr! Dataminr is a DOD-funded and HQDA-approved indications and warnings service available to all Army personnel (military, civilian, and contractors). Dataminr provides 24/7 publically available information alerts “pushed” to your computer or mobile devices via DISA-approved applications. Your own geographical and user-generated topic profile determines the alerts you receive. To receive your account within 48-hours contact: DAMO-CYS at usarmy.pentagon.hqda.mbx.dataminr-operations-group@mail.mil

**AUSA Spotlight 18-4 “Seizing the High Ground — United States Army Futures Command”**

Over the last two decades, the Army had to make the difficult choice to defer modernization and instead support the demand for a steady rotation of forces optimized for counterinsurgency in the Middle East. This article outlines the major transformation the Army is undergoing to achieve balance between readiness and modernization.

**Coming Soon**

**Set the Theater — A Resource Guide**

This catalog will provide references, observations, and insights that focus on the concept of set the theater. Resources will include CALL handbooks, NFTF articles, as well as selected joint and Army doctrinal publications and relevant articles.

**Senior Advisor Handbook**

The Senior Advisor Handbook will offer advisors at senior or ministerial levels a perspective on how to better interoperate with international governments, ministries of defense, embassies, and foreign security forces. It will bridge the gap in expertise when advising at the ministerial level through insights and best practices from former advisors.

**Wet-Gap Crossing Catalog**

This catalog will provide a reference point for commanders and staff in support of wet-gap crossing operations. The resources will consist of current and historic doctrine, handbooks, academic research, AARs, and other publications.

**Shaping the Security Environment — Saber Strike 18 Exercise Report**

This report will deliver a summary of key observations, insights, lessons, and best practices collected by a CALL-led, multi-organizational collection and analysis team during Exercise Saber Strike 18.

**Army South-Peruvian Army Bilateral Staff Talks, Steering Committee Meeting**



The CALL Military Analyst (forward) at Army South, Mr. Keith Warman, attended the Army South-Peruvian Army (PERAR) Bilateral Staff Talks Steering Committee Meeting at Fort Sam Houston 23-26 October 2018. Army South conducts the Staff Talks Program on behalf of the Chief

of Staff of the Army. These annual events serve to foster common interests, enhance mutual security readiness, and strengthen professional military relationships. COL Javier Angulo, Deputy Director of International Affairs, was head of the PERAR delegation with COL Robert Wagner, Chief Security Cooperation Division (SCD) at Army South, leading the U.S. delegation. Talks focused on a partnered approach to the PERAR transformation process in conjunction with U.S. Army readiness posture. Promoting greater PERAR-U.S. Army interoperability, discussions included developing/synchronizing doctrine and enhancing lessons learned program capabilities. The agreed-to end state is PERAR transformed and capable of conducting combined operations with the U.S. Army in support of mutual security. Mr. Warman participated in multiple working groups and collaborated with both armies on requests for CALL support in FY19-23 agreed-to-actions. This resulted in a PERAR request to conduct an exchange at Fort Leavenworth with CALL, Center for Army Leadership, Combined Arms Doctrine Directorate, and Army University in June 2019 to help shape PERAR's institutional Army direction.



Joint Multinational Readiness Center



At the Joint Multinational Readiness Center (JMRC), our number one priority is to increase the readiness of U.S. and multinational forces through rigorous and innovative training resulting in more capable units ready to fight and decisively win.

Best Practice — Setting Conditions for Engagement Area Development.

The challenges associated with building a brigade deliberate defense have been well documented in CALL publications. Based on recent observations at the JMRC, units are better postured to be successful during the construction of the defense if they address the following points before initiating engagement area development:

- Study the terrain. Successful units know the terrain where they will fight beyond the 1:50,000 topographic map. At the JMRC, imagery products allow staffs and commanders to recognize that forested terrain will not necessarily restrict enemy mounted maneuver. Though often underutilized, the brigade terrain team can provide detailed analysis of potential engagement areas. If access to terrain specialists is not possible, just about any digital mission command system with a map allows the user to view imagery.
• Establish the security area. Successful units create the security area in front of the main battle area (MBA) prior to initiating engagement area development. Small unmanned aircraft systems (SUAS) are frequently employed by the opposing forces (OPFOR) to observe the construction of the defense. Recognizing this, successful units ensure their intelligence preparation of the battlefield accounts for the small signature of enemy SUAS teams that may position themselves within the security area and incorporates planning factors for enemy SUAS operating ranges to identify potential SUAS operator locations.
• Organize engineers for the defense. Successful units deliberately organize their dig assets under the control of one leader, centralize the control of their sapper platoons under an engineer headquarters, and identify a battalion-level mission command node, typically from the brigade engineer battalion, to track defense construction efforts for the brigade. This organization of engineers is, at a minimum, discussed during unit backbriefs to the brigade in order to ensure common understanding across all battalions as to how the engineer force will be fought during the defense.
• Have a plan to track defensive efforts. Successful units have an engineer common operational picture (COP) to represent and share the progress of the brigade's construction of the defense. The engineer COP consists of a map, whether digital or analog, with overlays to identify all obstacles and survivability positions and the associated matrices that show current and projected countermobility and survivability effort. It provides

commanders across the brigade with a picture of the current status of defensive efforts, allows the brigade engineer to quickly determine whether engineer assets should be shifted between supported units, and can serve as a planning tool for transitioning to the offense as it displays friendly, enemy, and natural obstacles that may impact the brigade during a subsequent attack. Dual-purpose improved conventional munition (DPICM) and scatterable mine dud fields are important obstacles to track on the engineer COP.

- Deliberately resource the defense. Successful units estimate Class IV barrier material requirements using the planning factors from Army Techniques Publication (ATP) 3-90.8, Combined Arms Countermobility Operations. Accurate Class IV estimates prevent planners from unnecessarily overloading the sustainment distribution system. Successful units also determine during planning how Class IV will be delivered to the supported unit, whether by the engineer battalion forward support company (FSC), by the supported unit FSC, or both. Failure to specify which element is responsible for delivery often results in Class IV not arriving to the correct location in time for it to be emplaced.

Joint Readiness Training Center



The JRTC 3rd and 4th quarter trends for fiscal year 2018, remain — as we should expect — fairly constant from the last several collections. A total of 131 trends crossed the warfighting functions and echelons brigade to company. Mission command dominates the field when it comes to trends. In considering the trends, regardless of warfighting function, we look at root causes for issues and offer best practices along with doctrinal techniques and procedures to correct issues. Across the board, root issues center on training and equipment. By far the greatest issue on equipment deals with mission command systems. The complexity and challenges of multi-echelon mission command fall in the realm of the equipment itself and operator/leader training on that equipment. This reality has been the case since the first decisive action rotation in 2010. Mission command systems are daunting in their complexity and that complexity has only grown with new capability set (CS) fielding every year since 2014. Training to keep up with that complexity is a challenge for both operators and leaders. In truth, personnel turnover across BCTs means that a BCT that came to a rotation in 2016 was not the same BCT when it returned in 2018. Under those circumstances, training becomes a mitigating strategy to offset personnel turmoil. We see four continuity measures that will assist training for a combat training center (CTC) rotation at home station and performing in a CTC rotation. Our "Big 4" for brigade through company level are military decisionmaking process/troop leading procedures; standard operating procedures; primary, alternate, contingency, and emergency (PACE) planning; and COP development.



**National Training Center**



The National Training Center (NTC) continues to conduct tough realistic, unified land operations with our unified action partners. A few observations from recent rotations include air medical evacuation assets, evasion planning, and expeditionary maintenance.

- Brigade combat team medical officers are not effectively using air medical evacuation (MEDEVAC) assets during decisive action training exercises, primarily due to the absence of integrated airspace control measures (ACM) within the BCT's area of operations. Establishment of ambulance exchange points (AXPs) in close proximity to established ACMs like air corridors and standard Army aviation flight routes will significantly expedite the medical mission approval process. Additionally, planning and coordinating for ground transport of casualties from unit casualty collection points located ahead of the forward line of troops to Role 1 facilities will greatly expedite the medical mission approval process by reducing the risk to aviation MEDEVAC operations.
- Observations of multiple rotations conclude that aviation units and individual crews are not conducting evasion planning based on their specific mission sets, current friendly/enemy situation template, and because of a lack in understanding of the operational environment. Individuals that develop evasion plans of action (EPAs) are typically using a one-size fits all approach to their immediate evasion and/or greater than 48-hour evasion tactics. Crews/individuals demonstrate proficiency in knowing and understanding the information contained in the special instructions; however, the EPAs they produce for their respective missions do not contain the pertinent information, which is critical to recovery planning and execution. Adding a section to the mission briefing process and a corresponding addition to the mission briefing officer's questions/checks, would establish a sense of quality control to ensure crewmember(s) are conducting adequate planning.
- Rotational unit air mission command commanders routinely state their units' challenges are in expeditionary maintenance, supporting a model design series (MDS) aircraft not organic to their unit, and inexperienced maintenance personnel. The difficulty in planning for a field environment, sustainment/logistic capabilities to support mixed MDS organizations, and inexperienced maintenance personnel are actually symptoms brought on by how units are approaching expeditionary maintenance. The inherent limitations when assembling an aviation task force can make it even more difficult to prepare and train all the necessary enablers to achieve success. A successful problem, plan, people, parts, time, tools, and training (P4T3) methodology demonstrated by rotational units includes a standardized document explained in the unit's SOP and includes multiple checks and balances conducted by the unit's production control, quality control, and technical supply supervisors. Leaders, supervisors, and Soldiers who execute and enforce the P4T3 methodology at home station will build a maintenance team capable of preserving combat power while refining their expeditionary capabilities. These successful units are also able to provide better running estimates and forecasts when it comes to sustaining aviation maintenance.

**Social Media**

Want to be informed about new products and items of interest at CALL? Like us on Facebook @CenterforArmyLessonsLearned or follow us on Twitter @USArmy\_CALL.



**CENTER FOR ARMY LESSONS LEARNED**

10 Meade Ave., Bldg. 50  
Fort Leavenworth, KS 66027-1350  
(913) 684-3035

**CALL Public Website:** <http://call.army.mil>  
**CALL Restricted Website:** <https://call2.army.mil>  
**Joint Lessons Learned Information System JLLIS**