HANDBOOK

CALL SERVICES

Center for Army Lessons Learned

30th Anniversary

Celebrating
30 years

1985   2015

CALL

DISSEMINATION   COLLECTION

RAPID ADAPTATION
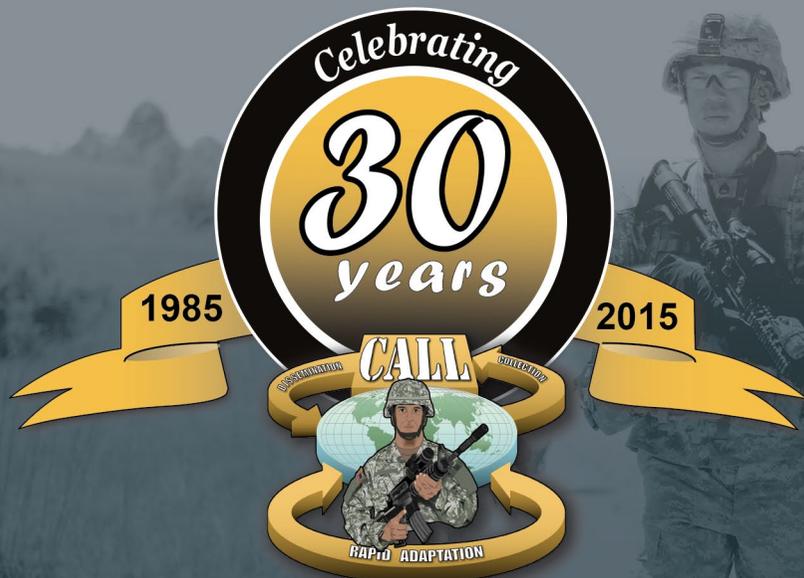
The Center for Army Lessons Learned is the Army's premier center for operationalizing lessons learned which provides leading-edge knowledge that supports the Army Warfighter and its partners, enabling them to win in a complex world.

Center for Army Lessons Learned Services

DIGITAL VERSION AVAILABLE

Foreword

This handbook is a guide to the products and services of the Center for Army Lessons Learned (CALL) and provides a functional overview of the various CALL divisions and elements. CALL collects, analyzes, disseminates, integrates, and archives Army, Joint, and interagency lessons and best practices to support the unified land operations of the U.S. and U.S. coalition partners and allies. CALL succeeds when Soldiers and leaders survive because of what they learned today based on what happened yesterday and when lessons and best practices become integrated in training and doctrine development and military education.

U.S. Army Soldiers are committed to keep the peace, deter aggression, fight wars, and, when necessary, assist in providing humanitarian assistance to nations around the globe. As the Army continues to transform to a modular force, it will provide more cohesive, agile, and tailorable combat-ready formations for the execution of these missions. Given the Army's high operations tempo and the rapid pace of change, lessons learned, perhaps more than at any other time in the history of the Army, assume maximum importance in terms of mission success, while simultaneously safeguarding the lives of Soldiers. By integrating lessons learned into the operational and institutional Army, we can continue to meet the serious asymmetric challenges posed by international terrorism and its supporters.

This handbook is intended to serve as a guide to obtaining lessons and best practices to meet the information needs of the warfighter. CALL lessons and best practices are available 24/7/365 at the CALL website (http://call. army.mil). Should you not be able to locate needed information on CALL's website or require additional assistance, CALL staff stands ready to help you via the online CALL Request for Information system.

If you have important lessons and best practices, including unit after-action reviews, share them with the rest of the Army by sending them to CALL via e-mail at usarmy.leavenworth.mccoe.mbx.call-request-for-information-mail@mail.mil, by fax to DSN 552-4387/COM 913-684-4387, or regular mail to Center for Army Lessons Learned (CALL), ATTN: ATZL-MCL, 10 Meade Ave., Fort Leavenworth, KS 66027-1350.

If you need to speak with someone personally, you may also contact CALL at DSN 552-3035/COM 913-684-3035. CALL exists to help Soldiers learn from the past.

Paul P. Reese
COL, AR
Director, Center for Army Lessons Learned

Center for Army Lessons Learned Services

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Center For Army Lessons Learned	
Director	**COL Paul P. Reese**
CALL Lead Analyst	**Ernest R. (Randy) Kohl**

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

Note: Any publications (other than CALL publications) referenced in this product, such as ARs, ADPs, ADRPs, ATPs, FMs, and TMs, must be obtained through your pinpoint distribution system.

Chapter 1

Introduction to the Center for Army Lessons Learned

The Center for Army Lessons Learned (CALL) is an agent for change focused on the collection, analysis, dissemination, integration, and archiving of new concepts, best practices, and doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) solutions throughout the Army from the tactical through theater/strategic levels of war. CALL is forward deployed around the globe and provides unified action partner forces with historic and emerging observations, insights, and best practices. The support provides valuable best practices to deployed and follow-on forces and helps improve the warfighting capabilities of the Army. CALL is a multimedia-based operation that disseminates information through a variety of print and electronic formats, with the Web-based Joint Lessons Learned Information System (JLLIS) serving as the central repository.

This introduction should assist you in understanding CALL and how you and your unit can participate in, and profit from, the lessons learned program.

CALL Headquarters consists of the Director, Deputy Director, Senior Enlisted Adviser, and the Headquarters Section. The Director is responsible for the overall leadership of the organization and the establishment of priorities for lessons learned collection, analysis, integration, and dissemination. The Deputy Director assists the Director in the execution of these tasks and is responsible for overseeing budgetary, contracting, and personnel aspects that support the execution of CALL's mission. The Headquarters Section also manages civilian and military personnel and routine administrative matters.

CALL is composed of six divisions: Operations and Plans, Collections, Analysis, Facilitation, Army Lessons Learned Program, and Dissemination.

The Operations and Plans Division comprises three sections: Current Operations, Future Operations, and Plans. The division is responsible for planning, training, and operations to synchronize CALL's execution of the Army Lessons Learned Program (ALLP). The Operations and Plans Division provides staff management for the integration of programs, processes, and initiatives among CALL divisions, plus all information technology support and websites. Operations and Plans also facilitates CALL's request for information (RFI) program.

CALL websites provide a number of Web services capable of delivering a wide range of information covering training exercises and actual operations from the Vietnam War to the present. CALL has several hundred of its own

products available online. The majority of CALL-specific publications can be found under "CALL Products" on CALL's restricted website. A key point to remember is that although CALL stands as a focal point for lesson collection, analysis, and dissemination, the entire U.S. Army is the major collector, disseminator, and user of what we learn collectively. It is through sharing lessons and best practices that the knowledge we provide supports the combat readiness and mission accomplishment of Soldiers and leaders.

The Collections Division supports the communications link between collectors involved in contingency operations and major training events and the operational and institutional Army. The Collections Division also supports CALL analysts by providing them with ongoing review, research, and feedback of raw observations. The Collections Division deploys and manages forward-deployed CALL embedded liaison officers and operation officers with collection teams while directing their collection efforts to support the Analysis Division's ongoing projects, studies, and writings. The Collections Division is responsible for providing an adaptable liaison officer structure to support theater operations, the institutional Army, and the operational force. The Collections Division supports the Analysis Division in collecting lessons and best practices from the Mission Command Training Program, combat training centers (CTCs), regionally aligned forces, experiments, major training exercises, disasters, and units in unified land operations.

The Analysis Division is responsible for analyzing observations and lessons to identify key issues; facilitate and monitor development of solutions; and facilitate rapid integration of lessons learned information into the institutional, operational, and self-development domains. The division analyzes observations, lessons, and best practices in conjunction with Army proponents to identify issues requiring change. For validated issues, the Analysis Division proposes DOTMLPF solutions.

The Facilitation Division encompasses collaboration, information sharing, issue resolution, and consensus building across all levels of war. It contributes to the Army's ability to learn from operations, exercises, and real-world events. The Facilitation Division serves as an envoy for the ALLP by offering strategy and annual plans and seeking out opportunities to gain and exchange lessons and best practices with unified action partners and other organizations internal and external to the Department of Defense.

The ALLP Division supports the CALL mission in two vital areas: by performing the functions of the office of primary responsibility for the ALLP according to Army Regulation 11-33, *Army Lessons Learned Program*; and by facilitating the Army Lessons Learned Forum to resolve issues and disseminate lessons and best practices.

The Dissemination Division's mission is to edit, design, publish, and disseminate information to the Army to save lives and help Soldiers

accomplish the mission the first time to standard. The division is responsible for providing the Army with electronic and print publications to support a wide range of unit missions at the tactical, operational, and theater/strategic levels of war. CALL's publications include a variety of lessons and best practices published in several different formats including handbooks, newsletters, bulletins, special studies, graphic training aids, initial impressions reports, and News From the Front articles. The Dissemination Division publishes and distributes these publications by a variety of means including CALL websites, the CALL RFI program, JLLIS, print and digital media, CDs, and DVDs.

Chapter 2

History of the Army's Lessons Learned Program

By the mid-1980s, the Army leadership realized that despite the huge investment in the National Training Center (NTC), there was no method in place to capture the warfighting lessons coming from the NTC, nor was there a system in place to capture combat lessons learned from Operation Urgent Fury in Grenada.

To fill this void, the Army created the Center for Army Lessons Learned (CALL) in 1985 at Fort Leavenworth, KS. CALL's initial publications (per Army Regulation [AR] 11-33, *Army Lessons Learned Program*) focused on successful tactics, techniques, and procedures (TTP) used at the NTC by continental U.S. units training for desert combat.

The success in forging the Army's heavy forces into an effective combat machine led to the creation of additional combat training centers (CTC): the Joint Readiness Training Center (moved from Fort Chaffee, AR, to Fort Polk, LA); the Joint Multinational Readiness Center, Hohenfels, Germany; and the Battle Command Training Program (later named the Mission Command Training Program [MCTP], Fort Leavenworth). As the CTC/MCTP concept grew and evolved, so did the focus on the training base at CALL.

Recognizing the need to quickly react in the event of combat, CALL developed a collection process. This process affords the U.S. Army the opportunity to collect lessons from anywhere it executes a combat mission. When Operation Just Cause began in Panama in December 1989, CALL conducted its first combat collection effort.

The system employed by CALL consists of several basic components: plan, collect, analyze, integrate, disseminate, and archive. Exercising each of these components in a systematic process resulting in lessons and best practices provides today's Army with an intelligent approach to operations. Additionally, AR 11-33 establishes a system for collecting and analyzing field data and disseminating, integrating, and archiving lessons from Army operations and training events. The test for CALL and the entire lessons learned program is whether CALL and the lessons learned program can help Soldiers and units perform their mission right the first time, regardless of the mission.

What Are Lessons Learned?

A lesson learned is validated knowledge derived from actual experience, observation, and analysis of military training and actual operations that results in changed behavior by Soldiers, leaders, and units.

CALL collects and disseminates lessons and best practices across the Army and conducts analysis that assists units, training centers, and proponents in integrating lessons into training, doctrine, and combat/leader development programs.

When the Army conducts any mission, its composite activities constitute behavior, which can be broken down into missions, tasks, and subtasks, both individual and collective.

Changes in behavior can be brought about by:

- Improved training.
- Changes in TTP.
- Changes in doctrine or organizational structure.

Given the complexity of all the missions the Army is expected to perform, the concept of integrating changed behavior across all Army functions and missions can be formidable. This handbook describes how CALL collects, analyzes, disseminates, and integrates lessons across the Army to effect immediate, near-term, and long-term systemic changes.

Chapter 3
The Army Lessons Learned Program

The Army Lessons Learned Program (ALLP) provides a means for the Army to use lessons learned to enhance capabilities across the force. Units must have the capability to discover, validate, integrate, and assess lessons and best practices collaboratively to improve operational and institutional performance. When called upon, units must be able to accomplish the above rapidly, at the lowest level possible, or forward the information through the chain of command to enable their resources to resolve issues. The ALLP has several program objectives:

- Create a knowledge-sharing culture within the Army in which every Soldier and civilian who observes positive actions and improvements or changes to negative issues shares those observations through the chain of command. Success in this culture is defined as the continuous collection and submission of observations from every unit level — from the individual Soldier to the most senior leaders.

- Provide a responsive system in which discovered lessons and best practices can be validated, integrated, and evaluated, and when necessary, resolve issues and implement corrective actions.

- Develop networked commands, units, and organizations using collaboration and lessons learned systems of record to facilitate the integration and sharing of lessons and best practices.

- Monitor recommended changes throughout their implementation and evaluate issues to determine if they have actually been solved. To be a lesson learned, there must be a change in performance or an observed change of behavior.

- Include unified action partners (other military forces, governmental and nongovernmental organizations, and elements of the private sector) in the ALLP, when appropriate.

The U.S. Army Training and Doctrine Command is the Army lead for the ALLP and appoints the Center for Army Lessons Learned (CALL) as the Army office of primary responsibility for the ALLP. As such, CALL is responsible for facilitating the sharing and integration of lessons and best practices across the Army and with our unified action partners. For CALL to accomplish this mission, it leverages a supporting network consisting of the Army commands, Army Service component commands, direct reporting units, and unified action partners.

Army Regulation 11-33, *Army Lessons Learned Program (ALLP)*, officially regulates and governs CALL and the ALLP.

Chapter 4

Operations and Plans Division

The Center for Army Lessons Learned (CALL) Operations and Plans Division consists of three sections: Plans, Current Operations, and Future Operations.

Mission

Operations and Plans is responsible for planning, training, and operations to synchronize CALL's execution of the Army Lessons Learned Program (ALLP). Operations and Plans provides staff management for the integration of programs, processes, and initiatives among the divisions within CALL.

Functions and Responsibilities

- Track, synchronize, and integrate of all activities across CALL.
- Develop and collaborate campaign plans, operations plans, and fragmentary orders.
- Provide operations security.
- Serve as the action office for coordinating CALL's responsibilities in support of the ALLP.
- Manage CALL's information technology functions and responsibilities, to include the internal collaboration network, websites, and SharePoint.
- Receive, assess, and prioritize incoming taskings and requirements.
- Coordinate and maintain CALL's internal synchronization tools — master calendar, meeting room calendar, and master task list.
- Develop written execution plans for tasks/requirements, coordinate required actions across CALL, and track progress and quality of responses.
- Coordinate visit requests from external organizations and individuals.
- Receive unit after-action reports in accordance with Army Regulation 11-33 submission requirements.
- Coordinate CALL's strategic communications efforts.
- Manage CALL's request for information (RFI) system.

Submitting an RFI

CALL has assembled a broad range of information resources, documents, and search tools that are available online at http://usacac.army.mil/organizations/mccoe/call. When a user is unable to find what is needed, an RFI can be submitted on the CALL website by clicking the RFI link at the bottom of the page. A Common Access Card, user name, and password are required.

When submitting an RFI, provide the unit/organization and an address with building number and street. Contractors, please include contracting officer representative information, as CALL must confirm "the need to know" prior to providing information.

The RFI form can also be used to request CALL publications or other products listed on the CALL website. CALL publications also can be ordered by using the "Request for Publication" link under the "RFI or Request Pubs" tab (on the restricted site). These publications include handbooks, videos, smart cards, graphic training aids, and training programs. "For Official Use Only" information can only be sent to a unit/organization street address. CALL also needs the unit/organization information for tracking information flow. When asking for publications, include the quantity needed.

Please indicate if the RFI is urgent in the request section of the form and contact CALL at (913) 684-9533. If submitting an urgent RFI during times when the CALL RFI system is not monitored (non-duty hours), contact the Fort Leavenworth staff duty officer (DSN: 552-4448/4154//COM: (913) 684-4448/4154), who will notify CALL for immediate action. Advise the duty officer that an urgent request has been submitted on the CALL RFI system and request contact by a CALL representative as soon as possible. CALL will attempt to provide the required information in less than eight hours for urgent requests.

The RFI form is also found on the Secure Internet Protocol Network and is used in the same manner as the Non-Secure Internet Protocol Network RFI system.

The CALL RFI system requests personal information to verify the requester's need to know and right to access restricted information. Personal information is also used to contact the requester, if necessary, and to send the requested information. Failure to furnish the required information may result in the delay or possible denial of the RFI.

Requesting a Visit to CALL

Individuals and/or organizations involved in the collection, analysis, dissemination, and archiving of observations and lessons can request to visit CALL by calling the current operations officer at (913) 684-3575 or

DSN 552-3575. Information provided should include purpose of visit and proposed dates. Upon visit approval, CALL will forward instructions via email for submitting a formal Fort Leavenworth visitor's request.

Requesting CALL Participation in a Conference or Event

CALL sends senior military analysts to various Army and unified action partners' community conferences and events as presenters and to collect information of interest to the ALLP. Additionally, CALL often sets up and staffs a communications information booth at these conferences and events. Individuals and/or organizations can request CALL participation in their conferences by calling the current operations officer at (913) 684-3575 or DSN 552-3575. Information provided should include dates of conference/ event and level/type of CALL involvement requested.

Chapter 5
Collections Division

Introduction

The Collections Division supports the communications link between collectors involved in contingency operations and major training events and the operational and institutional Army. The division also supports Center for Army Lessons Learned (CALL) analysts by providing them with ongoing review, research, and feedback of raw observations.

Mission

The Collections Division deploys and manages forward-deployed CALL embedded liaison officers (ELNOs) and operations officers with collection teams while directing their collection efforts to support the Analysis Division's ongoing projects, studies, and writings. The Collections Division is responsible for providing an adaptable liaison officer (LNO) structure to support theater operations, the institutional Army, and the operational force. The Collections Division supports the Analysis Division in collecting lessons and best practices from the Mission Command Training Program (MCTP), combat training centers (CTCs), regionally aligned forces, experiments, major training exercises, disasters, and units in unified land operations.

Functions and Responsibilities

As necessary, along with the Analysis Division, the Collections Division organizes, trains, deploys, and supports collection and analysis teams (CAATs) for collection efforts to gather specific information for the Army.

The Collections Division CTC LNOs/analysts are a combination of collectors, unit LNOs, and analysts. They focus on direct and indirect collection from three of the four CTCs: the National Training Center (NTC), the Joint Readiness Training Center (JRTC), and the Joint Multinational Readiness Center (JMRC); Army Commands; and Army Service component commands (ASCC).

Collection Process

There are two collection processes used by CALL. The first is direct collection and involves organizing, training, and sending a team or individual subject matter expert to a combat theater, a non-combat real-world mission, or a training event to gather focused information. The second is indirect collection, whereby CALL either solicits information from units or units voluntarily provide information to CALL.

Indirect Collection

Army Regulation 11-33 directs that all brigade-size or larger and specialty units submit AARs to CALL no later than 90 days following participation in an Army or Joint combined military operation or major training exercise, and no later than 60 days following a combat training center rotation. Submit copies of all final products produced by their military history detachments that have lessons learned implications. Units are encouraged to submit observations to CALL using the Joint Lessons Learned Information System (JLLIS). CALL solicits information from across the operational and institutional Army, while some units voluntarily provide information to CALL. Indirect collection efforts include compiling shared information from collaboration websites, unsolicited feedback from Soldiers and units in the field, and observations from unified action partner collection efforts.

Material collected indirectly is used to maintain current operations websites, provide material for requests for information (RFI), and supplement CALL handbooks, initial impressions reports (IIRs), and newsletters. Units and force enablers can pull information using CALL's RFI system and the CALL websites.

Direct Collection

The direct collection process usually consists of four major phases: mission analysis and planning, deployment and unit linkup, collection operations, and redeployment report development.

Phase I — The mission analysis and planning phase initiates when a request or task to gather information and observations is received. Mission analysis and planning begins and a "skeleton" collection plan is developed. A CAAT, an individual collector, or an ELNO is identified. Once organized, the team or individual collector is responsible for finalizing the collection plan. Collection plans are focused, integrated documents identifying CALL requirements, with subject-matter expert (SME) support, intended to be completed during a collection event. A collection plan is an event-based document that focuses the team, individual collector, or ELNO on specific collection requirements developed for specific topics. The Collections Division, in conjunction with the Analysis Division, completes this phase.

Phase II — The deployment and unit linkup phase begins with the deployment of observers/collectors to the collection site or the air or sea port of embarkation where they can link up with the host unit. CAATs deploy based on timelines developed during Phase I. The CALL-designated operations officer (OPSO) arranges counterpart linkup between SMEs and unit personnel. This linkup may be at the staff, unit, or Soldier level, based on the mission. CALL personnel normally begin collection activities immediately upon arrival. This is done to support the collection effort and assimilate the CAAT into the host unit quickly as it completes its

deployment process. CALL observer/collectors need complete access to commanders, primary staff, and Soldiers upon linkup. They should be included in all planning sessions, briefings, or updates. The team or individual will require a workspace with access to communication links that support NIPR email and SIPR service, and mess, transportation, and billeting support. For contingency operations, CALL personnel are attached to the host unit and become an integral part of the operation. CALL observers are not evaluators; their mission is to support and assist the unit being observed as well as collect observations for the Army.

Phase III — Collection operations begin once SMEs link up with their counterparts and terminate when the CAAT redeploys, or is replaced with a follow-on team. The collection plan, collection focus, end state, and intent, along with unit missions, proponent school issues, and operational considerations, drive the collection effort. During this phase, SMEs work directly with unit personnel to collect information and observations. Collected observations are sent to host units and organizations for feedback before being transferred to CALL for analysis. Two-way communication between CALL at Fort Leavenworth, KS, and the forward-deployed CAAT allows for continual updates to the collection plan and permits the CAAT to acquire answers to requests for information (RFI) generated from both within and outside the area of responsibility. This two-way communication supports a continual analysis of collected information and observations while providing for immediate feedback to the host unit. During Phase III, the team begins the process of developing the operation or exercise "end state" product(s) IIR.

In some contingency operations, the CALL OPSO or CAAT team chief is assigned the additional duty of U.S. Army Training and Doctrine Command (TRADOC) liaison officer. CALL personnel then provide a single focus for TRADOC support to contingency theaters.

Phase IV — The redeployment report development phase overlaps the collection phase. The team begins to produce the redeployment report as soon as it arrives in theater. The constant exchange and analysis of observations between CALL and the CAAT allow for a draft product before redeployment. This aspect or final phase of the CAAT mission is completed when the team redeploys and when a coordinating draft IIR or similar product is completed. During this phase, all collected information, data, observations, and SME notes are reviewed and analyzed.

A product representing the results of the collection effort is developed, staffed, published, and prepared for posting in JLLIS once staffed and approved by the unit involved. The Analysis Division oversees the products developed once the observers redeploy.

The analyst and the assigned OPSO(s) finalize the collection product. CALL collection products include, but are not limited to: IIRs, newsletters, articles, training vignettes, special studies, bulletins, and handbooks.

Collection and Analysis Team

CAATs are task-organized teams of SME observers normally from TRADOC schools and centers. An external designated team chief is trained by CALL personnel and becomes responsible for collection plan and CAAT collection activities, and also can be supported by a Department of the Army combat camera crew. These teams are organized, trained, and deployed by CALL and the team chief in support of specific collection missions.

If a CAAT is being deployed and sufficient time is available, CALL will host a collection plan workshop for CAAT personnel. The workshop is normally conducted at CALL headquarters at Fort Leavenworth, and lasts three to five days. The workshop is designed to refine the collection plan and train assigned SMEs on the collection mission, the lessons learned process, and the CALL methodology. The planning timeline for all collection efforts includes at least one workshop each day to ensure that deployed SMEs are fully trained and able to collect relevant information.

CAATs are formed to retrieve specific information relating to training exercises, operations, or conflicts. The selection and organization of a CAAT is mission dependent. In cases involving rapidly executed contingency operations, CALL deploys organic collection personnel to link up with the deploying unit as quickly as possible. CALL is prepared to deploy an OPSO within 24 hours of notification. If needed, a follow-on CAAT would be organized as quickly as possible and deployed. In this case, the contingency collection plan guides the collection operations, and abbreviated CAAT training is conducted in route or in the contingency area.

The CAAT-Analyst Relationship

A CAAT is formed for a focused collection effort; a CALL analyst is assigned to support the CAAT. Generally, this CALL analyst has been working on a topic that is the centerpiece of the collection. The analyst is an integral part of the collection plan development and CAAT planning activities. He will guide the collection plan to ensure the CAAT is focused on the topic.

Once the CAAT deploys, a communication link is established between the CAAT, CALL, and the analyst. While in theater, the CAAT team chief and CALL OPSO collect observations from the team members on a recurring basis. The team chief and CALL OPSO conduct an initial review of the subjective observations. The observations are screened for content; edited for grammar; and checked to ensure the observations address collection plan requirements, the discussion supports the observation statement, and insights, lessons, and/or best practices are included with the collected data.

The analyst works observations on a daily basis, providing questions back to the team, as necessary, to resolve conflicts and refine the collection effort. Any supporting documents that accompany the observations are copied and filed for eventual placement into JLLIS. Upon completion of the initial screening by the analyst, the observations can be released to specific units or commands preparing to deploy to immediately support their training initiatives. The release authority is granted by the CALL Director, working in conjunction with deployed and follow-on units and the chain of command. Anonymity and content objectivity (free of subjective judgmental errors in knowledge and expertise) are extremely important during this stage of the process. The CAAT provides a compilation of observations and briefs to the supported commander prior to departing theater. Once the CAAT returns, all observations are categorized and compiled into an IIR. This IIR is produced through the efforts of the CAAT and CALL analysts to define and bring to closure all observations to be presented to the field. The draft IIR is staffed to all interested commands and agencies for comment, while follow-on appropriate comments from the staffing process are incorporated into a final product. The final product is then disseminated to numerous Army Commands (AC) as a training tool for future contingencies. Simultaneously, the product is placed in JLLIS. At this point, the CALL Director, in coordination with the Analysis Division chief, determines whether other CALL products should be developed to further disseminate the information.

Collection Plan

The collection plan is the heart of the collection effort, and its development is the key activity in planning a collection mission. The collection plan focuses the collection effort, and the effort shapes the written products produced at the end of the mission.

Functions. A collection plan provides direct and specific guidance to the observer. When used by a CAAT, collection responsibilities are delineated among the team members and identify the documents or references to be used in conjunction with the questions or tasks developed for assessment. The plan determines the collection methodology for each question or task to be completed by the observer.

The collection plan becomes an agreement to collect specific data between the CAAT team chief and each observer or between the individual observer or ELNO and the designated CALL analyst.

Composition. A collection plan is developed as a hierarchy and consists of three categories. One of these categories is about issues. Issues span multiple events, and a collection plan is event driven. For example, each of the collection plan topics or issues may cover several units throughout the combat theater. A collection plan initially includes prior developed issues chosen for assessment based on the scope and scenario of the specific

operation or exercise. These are further divided into sub-issues from related warfighting functions within Field Manual 7-15, *The Army Universal Task List*, and/or tasks in the Chairman of the Joint Chiefs of Staff Manual 3500.04F, *Universal Joint Task Manual*, and provide the collection focus by linking clearly defined and universally accepted tasks. The most productive and timely method of these collections is to address each of the sub-issues with the collector engaging unit personnel in a discussion about the issue/topic, with focused questions designed to lead a discussion of the critical information the collection plan is trying to gather. The discussion should focus on the questions, based on observation, and follow up with entries to provide sufficient detail and relevance to the sub-issue and issue.

CALL LNO/Analyst (CTC, AC, ASCC, DRU)

CALL LNO/analysts are situated at the CTCs (NTC, JRTC, JMRC, and MCTP) and are expanding into several AC, ASCC, and Direct Reporting Units (DRU). Currently, U.S. Army Forces Command, U.S. Special Operations Command, U.S. Army North, U.S. Army South, U.S. Army Medical Command, and U.S. Army Installation Management Command have CALL LNOs. The LNO/analysts are the face of CALL not only to the leadership and support staff of the assigned organization, but to all units that pass through these locations for training. The LNO/analysts support individuals and units through the Web-based CALL RFI system. This system centralizes tracking and disseminates requests throughout CALL. LNO/analysts provide CTC rotational take home packages, final exercise reports, and AARs to CALL for archiving. Release authority for this information is restricted. The LNO/analysts collaborate with their respective CTC operations groups to write and prepare the CALL Trends Report, published approximately every six months, which identifies developments observed during unit rotations. The LNO/analysts also author newsletters, handbooks, special studies, and bulletins which highlight specific subjects or issues from unit rotations or exercises at their respective locations.

CALL ELNO

CALL ELNOs are based in contingency operations unit headquarters throughout the U.S. Central Command area of operations. The ELNOs' mission is to collect and share insights, lessons, and best practices with future deploying units throughout the entire Army. Additionally, this program offers the opportunity for the supported unit to collect insights, lessons, and best practices for its own use. All ELNOs are volunteers; tours last 12 months, although some exceptions can be made for six-month tours, and unit commander release is required. ELNOs receive hazardous duty pay and tax exemptions, and are authorized combat patches. Currently, CALL is accepting volunteers in the ranks of MSG to COL; CALL provides orders, training, equipment, laptops, and Combat Replacement Center (CRC) coordination. Travel costs, however, are paid by Human

Resource Command orders with a limited amount provided by CALL. Upon acceptance, a mobilization order request will be initiated by CALL for National Guard and Reserve noncommissioned officers and officers. Once the report date on that order is established, CALL will reserve each person a place at the CRC, Fort Bliss, TX. The CRC will be the ELNO's mobilization station and will provide the ELNO with temporary change of station orders. Once the ELNO has completed training at the CRC, he reports to CALL, Fort Leavenworth, for training, then returns to the CRC for deployment.

ELNO-Analyst Relationship

The relationship between the CALL ELNO and his/her assigned analyst is critical throughout the ELNO's tour of duty. All ELNOs will be assigned a CALL analyst, who will personally guide the ELNO's collection effort, as well as act as the ELNO's first point of contact concerning mission issues. Prior to deployment, the ELNO will meet at length with the assigned analyst to build a collection plan to help the ELNO focus on the specific topic(s) and data the analyst needs for specific projects. The analyst maintains constant contact with the ELNO to discuss the information being collected and written documents provided; additionally, any pressing issues the analyst has with the ELNO can be discussed during weekly CALL/ELNO synchronization meetings. At times, other analysts and facilitators may have collection and information requirements of the ELNO, in which case the assigned analyst is always to be informed by any others. This is necessary for two reasons: one, so the assigned analyst is aware of other requirements being asked of his ELNOs; and two, so the ELNO receives an umbrella of protection from myriad requests outside of his primary collection requirements.

Chapter 6
Analysis Division

Introduction

The Analysis Division supports the Center for Army Lessons Learned (CALL) mission in two vital areas. One, it provides analysis of lessons learned data across the operational spectrum, including training; policy; and the doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) continuum. It coordinates with the U.S. Army Training and Doctrine Command (TRADOC) proponents, schools, and Centers of Excellence (COEs) to help them integrate lessons learned, trends, and best practices into training programs, doctrine writing, and leader education programs. The Analysis Division develops publications in support of CALL's analysis in synchronization with CALL's collection priorities and the Army Lessons Learned Program (ALLP).

The Analysis Division monitors and reports results of lessons learned initiatives and disseminates lessons learned and best practices, ensuring a timely and accurate response to meet the needs of commanders, leaders, units, institutions, and other Department of Defense (DOD) and U.S. Government agencies. The Analysis Division also responds to unified action partners using established security guidelines required by foreign disclosure and security regulations.

Mission

The mission of the Analysis Division is to analyze observations, lessons, trends, and best practices in conjunction with the Army's proponents, commands, and institutions to determine validity, relevancy, and accuracy of observations and their impact on the force. It also brings to light any possible DOTMLPF implications across the levels of war (LOW) spectrum.

The Analysis Division identifies key topics and trends in order to conduct analysis and identify specific observations, lessons, and best practices. After direct or indirect collection, The Analysis Division recommends best practices and monitors recommended best practices to ensure that doctrine is being adjusted or that gap-filling products are developed to cover the lag time for DOTMLPF solutions to be developed. CALL publications should highlight topics of interest to the force and help the development from a best practice to doctrine.

The Analysis Division supports facilitation and collection within CALL and assists the rapid integration of lessons learned information into training, doctrine, mission command, leader development, and professional military education programs.

Analysis Division functions and responsibilities include:

- Analysts coordinate with all liaison officers (LNOs) and embedded liaison officers (ELNOs). Analysts habitually work to facilitate prioritization of information required for collections and analysis, and will be responsible for rapidly disseminating information that needs to get out to the operational forces across the LoW. The Analysis Division also conducts analysis of enterprise/institutional issues and lessons with the same goal in mind.

- Analysts operate in a collaborative environment where cross-talk and cross-fertilization of knowledge are the norm. As lessons are realized by one team that apply to another team(s), it is the responsibility of the originating analyst to ensure collaboration and completion of analysis. The Analysis Division also provides reachback to the Army and the DOD for information maintained within the Joint Lessons Learned Information System (JLLIS), other Web-related networks, and our products.

- The Analysis Division supports and aids TRADOC facilitation and integration of lessons and best practices across DOTMLPF. Analysts are the primary links to the institutional Army and are responsible for building relationships and establishing a shared lessons learned process between CALL and the COEs. CALL and the Analysis Division use JLLIS as a means to connect CALL, the unit, subject matter experts, TRADOC COEs, and other interested parties to respond to information requirements, and to capture and share lessons and best practices.

- Analysis at CALL is subjective, experienced analysis. The tools used to conduct analysis are the Army Uniform Task List, the Uniform Joint Task List, and all the elements of DOTMLPF represented within the Army. Analysts review unit after-action reports (AARs), other CALL publications, initial impressions reports (IIRs), and doctrinal publications associated with any operation. In all efforts, collections should provide creditable, accurate, and measured analysis. Analysts must ensure they capture and meta-tag data related to the analysis for archiving and future retrieval.

- The analysts in the Analysis Division support and utilize the Army Lessons Learned Program and other assigned forums to help collect and disseminate lessons and best practices from the field. Each analyst is responsible for monitoring assigned forums, actively contributing to conversations, providing analysis, conducting research, and engaging others for feedback. This can be done by providing and understanding CALL's priority list for collection and analysis efforts. Analysts archive lessons and best practices in JLLIS.

- Analysts identify collection opportunities in line with established CALL priorities and with guidance from the CALL Director. Analysts support the efforts of the Facilitation, Collections, ALLP, and Dissemination divisions in their efforts to accomplish their missions.

- Analysts develop collection plans; train, participate in, and in some cases lead Combined Arms Assessment Teams; and provide analysis support to CALL-approved direct and indirect collection.

- Analysts support CALL direct and indirect collections with collection guidance to CALL ELNOs, combat training centers (CTCs), Mission Command Training Program (MCTP) LNOs, and other organization LNOs on request and with appropriate coordination (to include COE, Asymmetric Warfare Group, Joint Center for Operational Analysis (JCOA), and other services and government agencies).

- Analysts participate in and collect information from the Army Lessons Learned Forum, other Army forums/symposiums, and other DOD networks. Analysts provide reachback for deployed units/organizations through appropriate networks and established systems.

- CALL supports Army exercises at all levels and training platforms. CALL identifies those operational and/or training events and builds support push packages that in many cases contain relevant CALL publications, lessons, and best practices that will assist commanders, staffs, and Soldiers in planning for and conducting operations. Push packages are tailored for deployed units in current operations, Army Service component commands, warfighter exercises (WFX), and CTC training units for training-specific scenarios.

Organization

Tactical Analysis Branch

The Tactical Analysis Branch (TAB) collects best practices and lessons learned on the tactical level of war by focusing on organizations at division level and below. This branch is responsible for all collections at the "dirt" CTCs and publishing the observations in CALL and CTC trend bulletins. Additionally, the TAB conducts other collections as necessary and writes handbooks, newsletters, bulletins, IIRs, and special studies to serve as gap-filling products for Soldiers operating at the tactical level until doctrine is written or updated on the topic. The TAB is responsible for coordination with the combat centers of excellence.

The TAB functions and responsibilities include:

- Perform pretactical-level gap analysis.
- Conduct initial analysis of unit AARs.

- Analyze JLLIS input from operational and institutional units/organizations.

- Discover and conduct analysis on tactical LOW issues and COE issues.

- Validate tactical issues in coordination with proponents.

- Develop document change request (DCR)-like products for tactical issues (when appropriate).

- Facilitate tactical issue resolution/mitigation through the Army Lessons Learned Forum.

- Maintain habitual relationship with dirt CTCs and other LNOs.

- Maintain habitual relationships with COEs.

- Collaborate with U.S. Army Reserve (USAR)/Army National Guard (ARNG) for tactical collections.

- Develop push package content based on mission analysis.

- Provide responsive lessons learned support to the operational and institutional Army.

Operational Analysis Branch

The Operational Analysis Branch (OAB) focuses on divisional and corps operations as well as the institutional Army. The OAB provides divisions, corps, and unified action partners with lessons and best practices to support their planning, training, preparation, and execution of contingency operations, as well as Army and Joint exercises. The OAB uses life cycle events for MCTP WFXs, Joint exercises, and contingency operations to program engagements, to include initial and follow-on contact with the unit, plus delivery and receipt of lessons and best practices. If units desire, the OAB will coordinate for resources to assist them with establishing or enhancing their lessons learned programs. The OAB uses JLLIS as a means to connect CALL, the unit, subject matter experts, TRADOC COEs, and other interested parties to request for information requirements, and to capture and share lessons and best practices. The OAB's success depends on divisions, corps, and unified action partners being informed about CALL services and support; lessons, best practices, and relevant information delivered in time to support unit planning, training, and preparations activities; functional unit lessons learned programs that enhance leader development and execution; and unit AARs and experiences used to continuously update and refine lessons and best practices.

The Operational Analysis Branch's functions and responsibilities include:

- Perform operational LOW gap analysis.

- Perform institutional COE gap analysis.

- Conduct initial analysis of operational LOW unit/organization AARs.

- Analyze JLLIS input from operational and institutional units and organizations.

- Discover operational LOW and non-COE institutional issues.

- Validate operational LOW and non-COE institutional issues in coordination with MCTP and assigned LNOs.

- Develop DCR-like products for issues (as required).

- Maintain habitual relationships with MCTP and assigned LNOs.

- Maintain habitual relationships with divisions and corps.

- Collaborate with USAR/ARNG for operational LOW collections.

- Collaborate with automated collection management systems/direct reporting units (DRUs) for institutional collections.

Strategic Analysis Branch

The Strategic Analysis Branch (SAB) focuses on the strategic level of war and the Army enterprise. The SAB conducts collection and analysis and provides analysis support as required for nine ASCCs and 11 DRUs. The SAB maintains a habitual relationship with ASCCs/DRUs/ Army Commands. The SAB conducts collection activities and analyzes observations to identify lessons, best practices, and issues that relate to the Joint Task Force, corps, division, Mission Command, COE, or Headquarters, Department of the Army. The SAB develops collection plans that support identification of issues, lessons, and best practices. As lessons and best practices are collected and identified, the SAB develops the means to share them (newsletters, handbooks, articles, Milbook sites, etc.) with the relevant customer/community of interest, and facilitates adaptation and integration. Issues (in the place of lessons and best practices) are brought to the Army Lessons Learned Forum and provided to proponents or leads — the results of analytical efforts to substantiate issues and provide solutions.

The SAB must build and maintain strategic networks and attend two to three major exercises per year to identify gaps at the theater/strategic level with collections and lessons learned products. The SAB must build relationships with all the major strategic, policy, and plans directorates of Department of the Army G-3/5/7 partners and collaborate with the Joint Staff J-7 (Deployable Training Division, Joint Center for Operational Analysis, Joint Center for International Security Force Assistance, exercises) to produce gap-filling products for the strategic plans/policy community and build/expand partnerships and collaboration with the Department of State and U.S. Agency for International Development. The SAB also must plan to deploy/collect on an Army theater-level headquarters in a Joint operations area and professionally develop branch personnel,

seeking opportunities for schooling and professional development. SAB personnel will seek to obtain the Army's most strategic career field (CP-60) as a way ahead for professional development once established on the table of distribution and allowances.

The SAB functions and responsibilities include:

- Conduct strategic LOW and COE gap analysis.
- Conduct Army enterprise gap analysis.
- Conduct initial analysis of strategic LOW AARs.
- Conduct analysis of theater- and national-level strategic lessons and issues.
- Conduct collection and analysis and provide analysis support as required for nine ASCCs and 11 DRUs.
- Analyze JLLIS input from strategic LOW headquarters and organizations.
- Discover strategic LOW issues.
- Validate strategic LOW and institutional issues in coordination with proponents/ASCCs/Army commands/DRUs.
- Develop DCR-like products for issues (as required).
- Maintain habitual relationship with ASCCs/DRUs/Army commands.
- Collaborate with USAR/ARNG for collections.
- Develop push packages by including strategic content where necessary.
- Provide reachback for deployed strategic LOW headquarters and organizations.
- Conduct analysis of enterprise systems, lessons, and issues.

Chapter 7
Facilitation Division

Introduction

Facilitation helps, improves, or makes something easier by bringing about an outcome (as in learning, productivity, or communication). In 2013, the Center for Army Lessons Learned (CALL) added "facilitation" as one of its seven core functions. To effectively execute its core functions, CALL restructured further by standing up the Facilitation Division in August 2014 to better align with the functions and bring about the following:

- Compliance with Army Regulation (AR) 11-33, *Army Lessons Learned Program (ALLP)*.
- Synchronization and integration of lessons and best practices.
- A universal lessons learned network.

Mission

The Facilitation Division encompasses collaboration, information sharing, issue resolution, and consensus building across all levels of war. It contributes to the Army's ability to learn from operations, exercises, and real-world events.

Functions and Responsibilities

The Facilitation Division performs the following roles and responsibilities as an integral part of CALL's mission:

- Serves as an envoy for the ALLP.
- Provides input to the ALLP, Army Strategy, and Army Annual Plan.
- Supports service, international, and interagency bilateral staff talks, military-to-military engagements, and agreed-to-actions (ATA), as required.
- Seeks opportunities to gain and exchange lessons and best practices with unified action partners and other organizations internal and external to the Department of Defense.
- Assists with the facilitation of Army Professional Forums.
- Leverages information technology (SharePoint, MilSuite, Joint Lessons Learned Information System, Secure Internet Protocol Network, Non-Secure Internet Protocol Network, CENTRIX, U.S. Battlefield Information Collection and Exploitation System, Operational Readiness Assessment, etc.).
- Coordinates and conducts lessons learned engagements with unified action partners.

- Develops and executes lessons learned mobile training teams, training contact teams, and seminars.

- Maintains and provides situational awareness.

- Assists in preparing and processing lessons learned products for foreign disclosure and public release; builds and maintains a universal lessons learned network.

- Participates in seminars, conferences, and site visits to exchange lessons and best practices supporting the Army's ability to operate in a unified action environment.

- Writes, reviews, and facilitates the synchronization of lessons and best practices into training, leader development, and doctrine.

Globally Responsive … Regionally Engaged

CALL's capacity to facilitate lessons learned extends globally and is responsive to ATAs and military-to-military engagements resulting from U.S. Army and U.S. Army Training and Doctrine Command (TRADOC) bilateral staff talks to strengthen U.S. relations with unified action partners. In addition, CALL supports the Army's international security cooperation programs by conducting lessons learned seminars, courses, and engagements, both in and outside the continental United States.

Viewed as a non-threatening, low-risk enabler in building partnership capacity by geographic combatant commands and Army Service component commands (ASCCs), CALL's regional lessons learned engagements with unified action partners serve as a valuable tool in a theater's security cooperation strategy.

In order to better facilitate the lessons learned needs of the ASCCs, the Facilitation Division established regionally aligned CALL desk officer positions. The CALL desk officers serve as portals for lessons learned coordination, collaboration, and information exchange. In addition, CALL desk officers work closely with CALL's forward-deployed liaison officers, Department of the Army and TRADOC desk officers, theater security cooperation offices, U.S. Embassy personnel and country teams, and senior military and civilian unified action partner representatives.
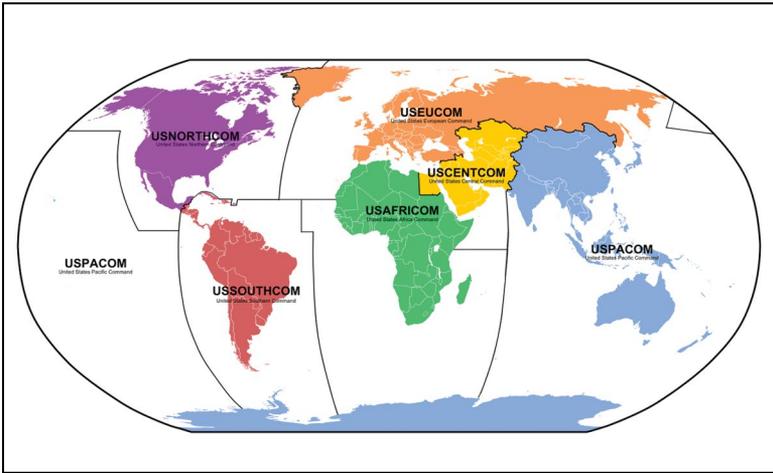
Figure 7-1. Regional alignment of CALL desk officers.

Engagements

The Facilitation Division relies on lessons learned engagements as a means of measuring its performance and effectiveness. CALL defines lessons learned engagements as follows:

- **Touch Points:** Contact normally conducted in the performance of one's daily duties made by electronic means such as phone, email, or a part of a battle rhythm event such as a weekly or monthly Defense Connect Online or virtual teleconference.

- **Command/Executive Visits**: Scheduled office calls with command/organization leadership; face-to-face contact with senior leaders for the purpose of introductions, collaboration, or support coordination.

- **Staff Assist Visits:** Support provided to lesson managers and emerging lessons learned programs in implementation of and compliance with AR 11-33.

- **Lessons Learned Course:** Formal instruction, accredited and tracked in the Army Training Requirements and Resources System (ATRRS). The Lessons Learned Course is supported by a formal program of instruction (POI).

- **Mobile Training Team/Training Contact Team/Seminars:** Tailored lessons learned training, different from the Lessons Learned Course in ATRRS supported by a formal POI.

- **Collection:** Direct or indirect information gathering techniques, such as interviews, collection and analysis teams involving direct coordination, and/or collaboration with a unit or organization resulting in an information exchange.

- **Unit Support Packages:** Solicited or unsolicited "push" of select products, tailored to support a unit mission, operation, or exercise.

- **Network:** Conferences, seminars, and exercise participation, capturing business cards and attendance rosters for inclusion in a universal lessons learned network database.

Chapter 8
Dissemination Division

Introduction

The Dissemination Division is responsible for providing the Army with electronic and print publications to support a wide range of unit missions at the tactical, operational, and strategic levels of war. The Dissemination Division distributes these publications by a variety of means, including the Center for Army Lessons Learned (CALL) websites, the CALL request for information system, print and digital media, and the Joint Lessons Learned Information System. All editing, graphics design, formatting, and page layout is performed by Dissemination Division personnel before a publication is sent to the CALL Web team or to the Government Publishing Office (GPO) for production. The Dissemination Division ships thousands of books a month in direct response to Soldier requests for publications from the CALL websites, phone calls, emails, or walk-in traffic to CALL's publications room at Fort Leavenworth, KS.

Mission

CALL's Dissemination Division edits, designs, publishes, and disseminates lessons and best practices in digital and print media to support the warfighter.

Key Tasks

- Provide relevant lessons and best practices to the Army in a timely manner.

- Ensure staffing, information (content and graphics), and funding are available to support the publishing effort.

- Manage the publication process from first draft to final product to ensure consistency, clarity, and accuracy.

- Provide editing for all CALL numbered products (i.e., 15-11, CALL Services Handbook) and other products as directed or designated by the CALL Director in support of CALL's mission.

- Ensure all graphics are produced professionally and in a timely manner to coincide with writing and editing processes.

- Coordinate with the GPO and print subcontractors to ensure a quality product is produced and disseminated in a timely fashion.

- Disseminate CALL publications in both paper and electronic formats based on unit, Soldier, and leader requests.

- Work with proponent and Department of Defense agencies to coordinate solutions and exchange ideas on production efforts.

Chapter 9

Army Lessons Learned Program Division

Introduction

The Army Lessons Learned Program Division (ALLPD) supports the Center for Army Lessons Learned (CALL) mission in two vital areas: by performing the functions of the office of primary responsibility for the Army Lessons Learned Program (ALLP) and by facilitating the Army Lessons Learned Forum (ALLF) to facilitate issue resolution and disseminate lessons and best practices.

Mission

The mission of ALLPD is to manage the ALLP and, in conjunction with the rest of the Army, determine lessons and best practices; facilitate issue resolution for short-term application to the deployed force; prepare follow-on forces for deployment; and inform the long-range capability development of the Army across the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains. The division, via the ALLF, facilitates the resolution of issues across the centers of excellence, Army Service component commands, Army commands, and direct reporting units.
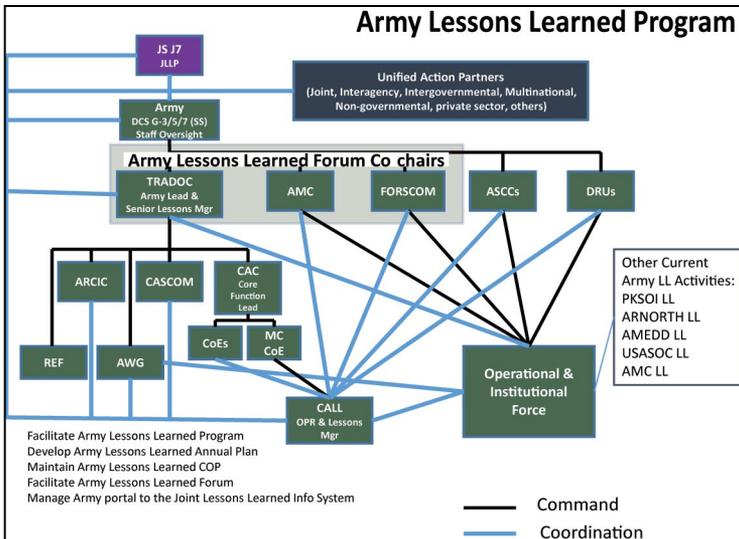

Figure 9-1. The ALLPD and its partners.

Organization

The ALLPD consists of two branches: the ALLP Branch and the ALLF Branch.

- **Army Lessons Learned Program Branch.** This branch is responsible for the writing, staffing, and implementation of Army Regulation (AR) 11-33, *Army Lessons Learned Program*, and the associated Department of the Army (DA) Pamphlet (PAM) 11-33. To that end, the branch is resourced with the ALLP manager, the Army Lessons Learned Course instructor, the Army administrator for the Army portion of the Joint Lessons Learned Information System (JLLIS) portal, and CALL's archivists.

- **Army Lessons Learned Forum Branch.** This branch is responsible for the facilitation of the ALLF, to include action officer working groups, collaboration meetings, the Councils of Colonels, the General Officer Steering Committees, and all coordination and collaboration among those sessions.

Functions and Responsibilities

ALLP Branch

- Monitor, synchronize, and report on an Army-level program to identify and integrate tactical, operational, strategic, and institutional lessons and best practices.

- Act as Army administrator for JLLIS lessons learned and operational products.

- Provide Army commanders support in meeting AR 11-33 requirements.

- Maintain situational awareness on all completed, ongoing, and planned Army and Joint lessons learned collection activities.

- Forward select lessons and best practices that have Army and Joint-level DOTMLPF implications through command channels for review by Headquarters, Department of the Army.

- Develop and manage lessons learned education and training to include the CALL Lessons Learned Course.

- Maintain contact with Department of Defense lessons learned centers and organizations to facilitate exchange of lessons learned information.

- Revise AR 11-33 and DA PAM 11-33 as required.

- Develop and maintain U.S. Army Training and Doctrine Command policy guidance in support of AR 11-33 requirements.

- Archive all documents, reports, studies, and observations submitted to or collected by CALL into JLLIS providing information on various subjects from World War I through present worldwide operations and major training events. This includes the following:

  ○ Archiving after-action reports (AARs) and other direct and indirect collection documents, as well as lessons and best practices to include implementation of corrective actions and solutions.

  ○ Maintaining the Army's principal repository for lessons learned and operational products, in conjunction with the Joint Staff J-7, in a user-accessible electronic format.

ALLF Branch

- Facilitate ALLF (action officer working groups, collaboration meetings), Councils of Colonels, and General Officer Steering Committee meetings.

- Produce executive summaries and minutes after each meeting.

- Track each individual issue and facilitate its movement through the issue resolution process (discovery, validation, implementation, and assessment).

- Maintain historical records of all ALLF events, issue nominations, and issue dispositions.

- Establish and maintain contact with all participating agencies (totaling more than 900 personnel contacts across the Army and Joint agencies).

- Prepare pre-briefs for senior leaders in advance of any ALLF event.

Chapter 10
Army Lessons Learned Forum

The Army Lessons Learned Forum (ALLF) was created by a Headquarters, Department of the Army (HQDA) execute order to address issues identified from across the Army. The ALLF is tri-chaired by the commanding generals of U.S. Army Training and Doctrine Command (TRADOC), U.S. Army Materiel Command (AMC), and U.S. Army Forces Command (FORSCOM). The forum is where issues derived from lessons are submitted by all elements of the Army to senior Army leaders for resolution. Additionally, it ensures that lessons are properly integrated across the doctrine, organization, training, materiel, leadership and education, personnel, and facilities domains. The Center for Army Lessons Learned (CALL) acts as facilitator/moderator of the ALLF under U.S. Army Combined Arms Center and Mission Command Center of Excellence guidance.

The ALLF provides a venue where Army senior leaders can collaborate and rapidly address Army commands, Army Service component commands (ASCCs), and theater commander issues concerning operations, training and resources, and assign resolution actions to appropriate agencies. The ALLF provides a means for other venues such as the Corps Brigade Combat Team Warfighters' Forums and other like bodies to elevate issues for senior-level decisions.

CALL Responsibilities

CALL schedules the recurring action officer working group, Council of Colonels, and General Officer Steering Committee (GOSC) as topics and issue resolution actions proceed. Typically these group members come from Deployment Cycle Support (DCS) G-3/5/7, TRADOC, FORSCOM, AMC, ASCCs, the U.S. Army Installation Management Command, and the U.S. Army Medical Command. Other direct reporting units may participate, as required. Periodically, CALL will present major accomplishments, activities, and pending issues during a tri-chair back brief to the commanding generals of FORSCOM, TRADOC, and AMC for support and guidance.

The CALL Director will schedule the GOSC and develop the agenda according to the managing tri-chairs' guidance. The GOSC will review the Council of Colonels' recommendations, provide direction, and make final decisions on required actions and resource allocations.

GOSC Functions and Responsibilities

- Designates leads to review topics/issues and assess collaborative requirements; recommends closure for issues when assessment shows implemented resolution tasks have resulted in changed behavior.

- Assigns responsibility to develop action plans.

- Directs and prioritizes issue resolution actions, to include resource allocations.

- Determines items that need to be raised to the Joint Lessons Learned GOSC.

- Directs the development of necessary orders for publishing by HQDA DCS G-3/5/7.

Figure 10-1. ALLF process and participants from across the Army.

Chapter 11
Lessons Learned Course

The Lessons Learned Course (LLC) is a five-day course designed to train a target audience of commissioned officers, warrant officers, and noncommissioned officers (sergeant to colonel, multiservice) serving at the battalion, brigade, division, or corps level in accordance with Army Regulation 11-33, *Army Lessons Learned Program (ALLP)*.

Multiservice/interagency/government civilians, contractors, and selected multinational foreign military partners may also attend the course, pending space availability and approval.

The course is focused on training personnel who may be assigned responsibility for establishing and managing a lessons learned program in their organization and their subordinate units.

The Center for Army Lessons Learned (CALL) may also conduct the LLC at your location, based on justification; doing so may require unit funding.

The LLC is tailorable and consists of different modules, broken down into three lessons learned blocks of instruction. The first block of instruction provides the basics of Army lessons learned and includes subjects such as Army Lessons Learned Enterprise training, Army Lessons Learned Regulatory Requirements, as well as extended Joint Lessons Learned Information System (JLLIS) training.

Unit (battalion and above) lessons learned requirements have increased as part of the new guidance and regulations beginning in Fiscal Year 2014 as part of the ALLP, which includes the following:

- Units are responsible for developing their own internal lessons-learned programs.
- Units must implement a lessons learned capability.
- Units must submit their operational records, after-action reports, etc., into JLLIS.

The LLC will provide the tools and training required to implement these changes so units and organizations can operate more effectively and efficiently.

The LLC is an Army Training Requirements and Resources System (ATRRS)-level course; slots (for military) must be reserved in ATRRS through the unit or organizational schools manager. All other personnel (non-military) requesting training at Fort Leavenworth, KS, should utilize the CALL restricted website for enrollment at https://call2.army.mil/forms/ll-course.aspx. Contact your supporting training office for assistatnce.

Chapter 12

Command and General Staff College Tactical Elective A344: Army Lessons Learned for S-3s and Executive Officers

The Center for Army Lessons Learned (CALL) has been approved to teach an elective course for the Command and General Staff College. The elective is part of the Tactics Division, and is numbered A344.

This elective addresses the tactical S-3's and executive officer's (XO) roles and responsibilities in the Army's lessons learned process. Upon completion of this course, students will be prepared to implement the Army's Lessons Learned Program throughout the operations process in their organization. They will demonstrate their proficiency by developing future unit assignment procedures to incorporate and disseminate lessons and best practices. This course will use a scenario-driven vignette taking students through the Army's lessons learned process. The scenario will provide insights into how to effectively discover, validate, integrate, and assess observations, lessons, and best practices leading to unit effectiveness and mission accomplishment.

While the primary focus of the course is to provide S-3s and XOs with the skills necessary to effectively collect, analyze, disseminate, and archive observations, lessons, and best practices, students will also gain familiarity and training with lessons learned systems such as the Joint Lessons Learned Information System and the Stability Operations Lessons Learned Information Management System. Students will be introduced to the Army Lessons Learned Program and CALL services, as well as the Peacekeeping and Stability Operations Institute and other Army lessons learned enterprise members.

This elective consists of 12 meetings assembled in four blocks, dealing with a variety of operational subjects important to the brigade/BCT S-3 and XO. Of the 24 classroom hours, approximately eight hours are lecture-conference. The remaining hours are devoted to practical exercises and work group discussions. Each meeting/group of meetings has an advance sheet providing objectives, information on the conduct of the lesson, and the students' lesson preparation requirements. Before class, each student will complete the assigned homework. Some meetings contain readings with additional information on the subject matter students are to review, with emphasis on individual preparation.

Annex A
Universal Lessons Learned Network

The Center for Army Lessons Learned (CALL) identifies and tracks the lessons learned community by maintaining a universal lessons learned network. CALL maintains a spreadsheet database for captured information on individuals who have professionally expressed or displayed an interest in the lessons learned profession. The database is built primarily through the collection and exchange of business cards, emails, telephone contacts, and attendance rosters from lessons learned conferences, seminars, and classes. The type of information being tracked in the network database includes the individual's rank, name, title, organization, organization's address, telephone number, email addresses, and, more important, the individual projects, interests, and skills. It is important to know what projects, interests, and skills someone has to offer in order to link individuals together on the network, facilitate their working on the same or like projects, and identify those with common interests and skills. Therefore, the purpose of the network is to:

- Promote situational awareness.
- Reduce redundancy/enhance unity of effort.
- Provide transparency in results.

Not unlike existing social media networks, identifying and grouping individuals into communities of interest and communities of practice encourages members to reach out to their friends and colleagues.

In an attempt to better understand how the network can be used to support the Military Decisionmaking Process (MDMP), CALL reached out to the U.S. Army Training and Doctrine Command Training Brain Operations Center to find a dynamic meta-network assessment and analysis tool. After comparing organizational requirements with several social network analysis programs capabilities, it was determined that the Organizational Risk Analyzer (ORA), developed by the Center for Computational Analysis of Social and Organizational Systems at Carnegie Mellon University, would exceed our MDMP requirements. ORA contains hundreds of social-network and trail-metric procedures for grouping nodes, identifying local patterns, and comparing and contrasting networks, groups, and individuals. It is capable of identifying key players, groups, and vulnerabilities; modeling network changes over time; and performing course of action analysis.

Networks exist for many reasons. In any data there are relationships between things, such as two resources being in the same location or two computers being connected by a line. Networks are everywhere. Everyone and everything is constrained and enabled by the networks in which they are embedded. Everyone and everything is embedded in multiple networks

(e.g., you are connected to some people due to work, others due to hobbies, and so on). ORA lets you visualize, assess, and reason about these networks. ORA contains more than 100 measures, which are categorized by the type of risk they detect. Measures are also organized by input requirements and by output. ORA generates formatted reports viewable on screen or in log files, and reads and writes networks in multiple data formats to be interoperable with existing network analysis packages. In addition, it has tools for graphically visualizing MetaMatrix data and for optimizing a network's design structure. When applying ORA to an organization, key actors who by virtue of whom they know, what they know, and what they are doing will synchronize efforts, eliminate duplication, and maximize use of limited resources.
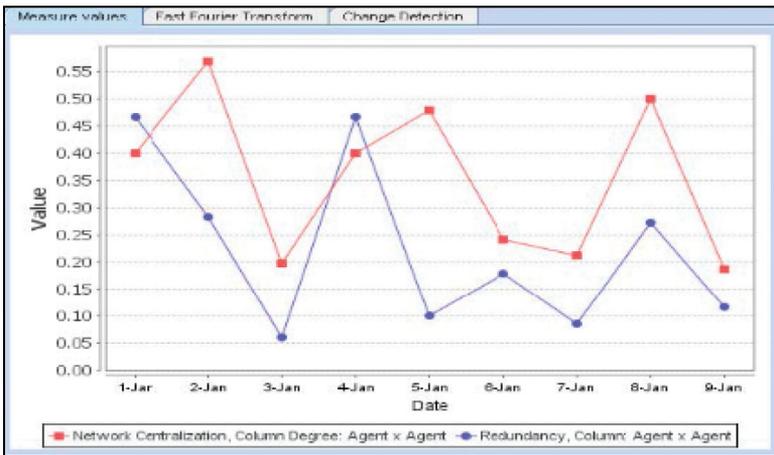

Figure A-1. An example of ORA's graphic visualization of MetaMatrix data.

Annex B

Center for Army Lessons Learned Products Guide

The Center for Army Lessons Learned (CALL) numbered products are published on the CALL websites, printed, and distributed in digital and hard copy and posted to the Joint Lessons Learned Information System (JLLIS). Hard-copy formats, due to the expense in production, vary with the type of product. These products include, but are not limited to, handbooks (guides), special studies (including Gap Reports), smartcards (including graphic training aids [GTAs]), newsletters, bulletins, Combat Training Center (CTC) trends, News From the Front (digital articles), and initial impressions reports (IIRs).

When beginning a project, an analyst assigned must envision what type of product will result, or in some cases, it is directed. The descriptions that follow are guidelines that indicate the type of product used in CALL with product intent, general production schedule, and analyst load on product development. It is important to choose the right publication format based on the analysis work that applied the information available, time required to do the work, expected audience, collection opportunities, and desired outcome. Analysis identifies the observations and conducts additional research that supports, and has sufficient justification for, developing a product to support and inform the training and operational environment of the force.

All analysis is based on collecting information and identifying those observations that differ from the norm. Organized observations are based on the Army Universal Task List (AUTL), the Universal Joint Task List (UJTL), and doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). CALL senior military analysts track these trends to ensure long-term legitimacy, accuracy, and historical importance.

The guidelines and a specific timeline for each product's development are established and will include collection, identification, analysis, writing, general product development, digital posting, and additional time necessary for a proof ready for printing. Additional time also may be needed to coordinate between the analyst and Security and the Dissemination Division. The printing time can also be affected by outside factors not within CALL's control that would not be included in the initial overview brief, such as handling instructions imposed, reviews by outside organizations (Centers of Excellence, proponents, and units), budget issues, contracting for printing and dissemination, and mission creep created when the product is being worked.

Handbooks

Handbooks represent a prescriptive, highly intensive analyst-developed publication addressing a specific topic or warfighting function. Because a handbook includes collection, analysis, and writing by the analyst or working group, it usually takes longer to develop. The information gathered and analyzed comes from the training base and operations; highlighting lessons and best practices encountered and the collection effort may be direct or indirect. Doctrine is always emphasized in these products and highlighted where possible. If doctrine is modified or not used, this is a point of interest and annotated. Appendices/inserts often include smartcards, digital modeling, or CD-ROM inserts. Generally, the format for handbooks allows Soldiers to carry the publications in their cargo pockets during operations and training. This smaller handbook style may be negated by the amount and complexity of graphics that may require a larger-size paper.

The following guidelines for a handbook apply:

- This product requires 120 to 180 days for completion.
- It is usually 80 to 120 pages in size.

Special Studies

Special studies are focused on specific topics that have a broader interest to troops and headquarters in the field, or they illustrate a specific case study for solving a problem or developing an issue for resolution. Information is gathered and analyzed from the training base and operations; in many cases numerous collections are conducted with analysis, and the information is combined in a study. As a result, special studies take longer to develop and produce compared with handbooks, and usually require a working group to complete.

The following guidelines for special studies apply:

- This product requires 120 to 300 days for completion.
- It is usually 120 to 220 pages in size, determined as it is produced.

Smartcards (GTAs)

Smartcards are analytical products. They require analyst collection, analysis, writing, and comparison to current doctrine. They are usually prepared as part of a handbook to give a better explanation of a procedure or a checklist of best practices. In many cases the smartcard becomes an entry in the back of a handbook as a quick reference. Many of the CALL-produced smartcards are eventually converted to GTAs for general use by the U.S. Army.

Newsletter

This product is a compendium of articles from contributing authors and provides a discussion on a given topic. Information is gathered and analyzed from the training base and from theaters of operation. Additional sources for articles on a themed newsletter are professional journals and copyrighted-approved articles obtained by the author to support the theme of the newsletter. Lessons and best practices are represented in this product, but may be developed by the contributing authors. While analysis is essential in determining the makeup of a themed newsletter, the process usually uses articles developed by other subject matter experts. This product takes less time to produce than a handbook or special study. An analyst puts this themed product together providing analysis in the introduction and conclusions.

The following guidelines for newsletters apply:

- This product requires 45 to 90 days for completion.
- It is usually 45 to 90 pages in size.

CTC Trends

CTCs (including the Mission Command Training Program) submit semi-annual and annual trends or IIRs collected through their specific CTC observer-trainers (OTs), liaison officers, or Collection and Analysis Teams (CAATs) to CALL for final analysis. Information is garnered from direct and indirect observation of units undergoing a rotation, mission rehearsal exercises, and battle command exercises. CTC Trends are provided to the CTC Directorate at Fort Leavenworth, proponent schools, and centers, to include units and CTC Operations Groups. CTC Trends are archived in the JLLIS database.

The following guidelines for CTC Trends apply:

- This product requires 30 to 90 days for completion, but is dependent on the data being on hand.
- The size of a Trend is determined by the amount of data collected in observations and the total eventually analyzed as trends.

Bulletins

CALL analysts are the focal point for written articles solicited from personnel in the training- and operational-Army about contemporary issues that surfaced and need to be addressed quickly at power projection centers/platforms, training centers, forward-deployed units, and in professional journals. CALL develops a bulletin to address these issues in a magazine-type design layout. Information is presented from the training and operational perspective, with a primary emphasis on contemporary operations.

The following guidelines for bulletins apply:

- This product usually requires 30 to 45 days for completion.
- It is usually 5 to 45 pages in size.

Initial Impressions Reports (IIRs)

IIRs represent digital products prepared by CALL analysts with the assistance of subject matter experts assigned to a CAAT. CAAT collections are aimed at information CALL needs to collect in order to disseminate lessons and best practices to the Army. This raw data is the result of a formal collection effort proposed by a command, unit, combat training center, Army proponent, or unified action partner to collect on an issue to draw lessons from operations and training and then disseminate to the force rapidly. An IIR takes time due to the requirement to inform the unit on what we found and to get its comment and corrections prior to release. The lead analyst is the production manager on this product: writing, editing, and distribution are his responsibility.

Note: There are a few exceptions to the scope described above, where IIRs are for internal CALL and unit use: Special IIRs that have significant observations that could be used by like units, information needed by higher-level headquarters, and observations that described special events may be determined by the CALL Director to warrant the Special IIR tag. A Special IIR may be designated as a CALL product requiring a security review, editing, CALL publication numbering, cover, and possibly hard-copy production for dissemination.

The following guidelines for IIRs apply:

- This product usually requires 30 to 45 days for completion, subject to unit review and approval.
- It is usually 10 to 30 pages in size; this product is generally not part of the production process due to the frequency with which it is produced.

News From the Front (NFTF) (Digital Product Only)

NFTF articles are generally a two- to five-page focused article from across the operational and institutional spectrum of the Army on a specific topic of interest. NFTF articles are designed to convey important movement and maneuver, combat support, combat sustainment, and institutional support to include training information on topics to the force in one short sitting. Many of the NFTF articles discuss issues addressed in current CALL publications.

An article submitted is considered published when worked by the analyst and author together and posted to the CALL website, under CALL Products: NFTF, or posted to JLLIS. Generally, an analyst should prepare the article for digital publication — identify, analyze, edit, process, and send to Security with a security checklist in the product development SharePoint

site with the necessary meta-tags for JLLIS digital searching. Once the article in the product development SharePoint site is complete, it is sent to the division chief/deputy for review. The AD chief or deputy will notify the analyst to post the article to JLLIS and provide the link with meta-tags and title to CALL Operations for posting to the CALL website in NFTF.

The following guidelines for NFTF apply:

This product requires 14 to 21 days for completion by the analyst (barring action to get the article in publication shape with the author) and posting to the product development SharePoint site. The analyst then sends a notification to the AD chief or deputy that the article is ready for posting, the security checklist has cleared Security, and the meta-tag process is complete for JLLIS. This product is generally not part of the normal production process that requires print editing. The analyst performs this function due to the random frequency with which these articles are received.

Required items/actions:

- Article (in digital publication quality) completed by collaboration between analyst and author, with a discussion on how or if this article needs to be marked (classified), based on content and references.

- Security checklist — security review with a recommendation.

- Article marked "FOUO" (meta-tag complete), loaded to JLLIS, and link provided to CALL Operations for NFTF.

- Once posted, a Distinguished Author's Certificate is prepared.

CALL Distinguished Author's Certificate

The issue of a CALL distinguished author's certificate is an important part of the publication process, whereby the analyst and CALL Director recognize the authors who have contributed to the Army's Lessons Learned Program (ALLP). The analyst will prepare the certificate for signature.

After a final review of the certificate, indicate the author's contribution in the appropriate memorandum format and submit to the CALL Director for signature. Once the certificate is processed and signed, the analyst will ensure the certificate is sent by mail to the author's commander or director for presentation, or when necessary, directly to the author. This small recognition by CALL is required for closing out all articles submitted to CALL for publication.

CALL Publication Numbers and Author Credits

The last step in the publication process is CALL numbering that proceeds printing and dissemination.

CALL publications represent the work of many individuals in units, the CTCs, CALL support activities, and the analysts or authors were given the

lead in the publications' development. The analyst and author names should appear in each publication. The publication subject matter was researched, collected, analyzed, and, in many instances, written by the analyst/author, who as a result became the subject matter expert on the material and should be recognized for that effort.

Annex C

Writing for the Center for Army Lessons Learned

Quality of Writing

All writing will be clear, concise, and effective. Correspondence must aid effective and efficient communication and decision making. Effective and efficient writing can be understood in a single rapid reading and is generally free of errors in grammar, mechanics, and usage.

Standards for Writing

Quality writing is concise, organized, and to the point. Two essential requirements include putting the main point at the beginning of the correspondence and using the active voice, or by putting the main point up front. An example would be, "You are entitled to jump pay for the time you spent in training last year."

The Standard English sentence order, subject-verb-object, works best. It speeds communication and helps the reader understand the main point.

Active writing:

- Emphasizes who is doing the action.

- Shows who or what does the action in the sentence, or puts the subject before the verb.

- Creates shorter sentences. Eliminating the passive voice reduces the number of words in a sentence.

- Passive: The physical fitness (PT) test was passed by SGT Jones (nine words).

- Active: SGT Jones passed the PT test (six words).

- The passive voice is easy to recognize. A verb in the passive voice uses any form of "to be" plus the past participle of a main verb (for example, am, is, are, was, were, be, being, been), plus a main verb usually ending in "en" or "ed" (for example, were completed, is requested).

Constructing Military Correspondence

Focus on the main point first to construct basic military correspondence. Use of the active voice is the basic style of writing.

Meeting the standards for correspondence requires specific techniques. Use the following rules of correspondence construction to improve effectiveness:

- Use short words. Try not to use more than 15 percent over two syllables long.

- Keep sentences short. The average length of a sentence should be about 15 words.

- Write paragraphs with no more than 10 lines with few exceptions.

- Avoid jargon.

- Use correct spelling, grammar, and punctuation.

- Use I, you, and we as subjects of sentences instead of this office, this headquarters, this command, all individuals, etc.

- Write one-page letters and memorandums for most correspondence. Use enclosures for additional information.

- Avoid sentences beginning with "It is," "There is/are".

Packaging Correspondence

Packaging is the general framework of military writing style. All formats start with this standard structure and are tailored to each type of correspondence. All papers, memorandums, executive summaries, etc., shall comply with Army Regulation (AR) 25-50, *Preparing and Managing Correspondence*.

Structure correspondence for easy quick reading:

- Start with a short, clear purpose sentence.

- Next, put important information such as the main point, then the recommendation and conclusion.

- Last, clearly separate each section. Use short paragraph headings or section titles.

Writing Style

All grammar, punctuation, abbreviations, capitalization, etc., in CALL publications shall comply with the guidelines in AR 25-50; The Associated Press Stylebook; and the U.S. Government Publishing Office Style Manual.

Annex D

Joint Lessons Learned Information System

The Joint Lessons Learned Information System (JLLIS) is the automated knowledge management and information technology suite that supports all phases of the Joint Lessons Learned Program (JLLP) and Army Lessons Learned Program. JLLIS is the primary center for the Army lessons learned database. JLLIS facilitates the collection, tracking, management, data-mining, collaborative resolution, and dissemination of lessons learned and best practices. The input tool allows any approved user to submit observations via a Web-enabled interface. The joint search provides authorized users access to validated and released observations, issues, recommendations, and reports. JLLIS is available on the Non-Secure Internet Protocol Network (NIPRNET), Secure Internet Protocol Network (SIPRNET), and Joint Worldwide Intelligence Communications System environments. JLLIS is at https://www.jllis.mil.

JLLIS Roles and Responsibilities

It is the responsibility of the information owner/approving JLLIS organization administrator to grant user permissions based on the organization's need to know. There are defined roles within JLLIS: administrator, lesson manager (LM), authorized user, and registered user. The role assigned determines which permissions, menu items, and system capabilities can be accessed by the user. JLLIS roles are assigned by the organization administrator and are based upon the individual's responsibilities and need to know within the JLLP.

Registered User

Registered users are pending account requests. Organization administrators must update the registered account to an active status and assign the appropriate role for information access.

Authorized User

The user is able to enter observations and view all observations that are published and in an active, closed, or validated status. Authorized users can search for all published, active, validated, or closed data in JLLIS, as well as create binders and collection plans.

Lesson Manager

LM responsibilities are tailored by the participating organization, and functions vary by phase of the JLLP (discovery, validation, integration, and evaluation.) LMs are typically authorized to review, validate, and release lessons learned information for an assigned organization.

LMs can also elevate observations to issues, create issues, create after-action reports, generate observation worksheets, and import worksheets.

Administrator

Administrators directly supervise the JLLIS-related activities of their organization. Administrators can activate new members, change role assignments, and modify the organizational look, feel, and content for their organization, as well as create/manage metadata drop-downs for their assigned organization.

System Requirements

To use JLLIS, the user must have a Web browser that connects to the SIPRNET or NIPRNET and supports strong encryption or 128-bit Secure Sockets Layer.

- NIPRNET access requires a Department of Defense (DOD) Common Access Card (CAC) or Public Key Infrastructure (PKI) Certificate to access the JLLIS login page.

- DOD SIPRNET users must have a DOD SIPR PKI and then hold an active JLLIS SIPR username and password.

- JLLIS SIPRNET Five Eyes (FVEY) users must have a DOD SIPR PKI or, if a coalition partner, access through Defense Information Systems Agency Pegasus, in order to access the JLLIS FVEY login page.

It is the responsibility of the information owner/approving JLLIS organization administrator to grant user permissions based on the organization's need to know.

JLLIS Overview

The JLLIS public home page displays general information about the system and provides links to contact information, registration, login, as well as the JLLIS social networking sites.

Registration is simple and requires a CAC card, your name, rank, organization, and email. Once approved, you will be directed to the organization home page and can immediately begin searching and submitting observations or lessons learned. Each user must create a username. Usernames should be your DOD email username (first.mi.last). The system will display a warning prompt if the username already exists.

The login link is in the top right hand corner. The first page to appear is the U.S. Government Information System consent page. Users must comply and consent to these conditions in order to access JLLIS. (See Figures D-1 and D-2.)
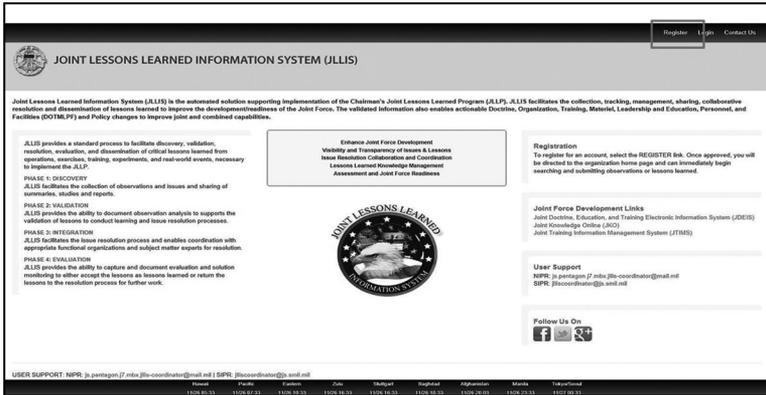
Figure D-1. JLLIS front page.
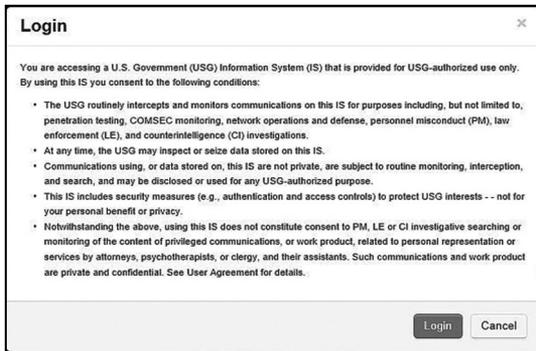
Figure D-2. JLLIS login screen.

JLLIS Tutorial

JLLIS has a tutorial on the home page at https://www.jllis.mil/tutorial/. This tutorial is aimed at helping you learn the basics of the JLLP and JLLIS and is designed to accomplish three important objectives:

- Reduce the learning curve for JLLP participants.

- Help all participants, from the individual to the lesson manager, develop baseline knowledge of each core competency deemed essential to perform their job.

- Provide a reference product for use while performing the various functions and tasks within the JLLP.

To begin the course, select a module, then a subsequent lesson.

Navigation controls are in the top header bar and contain the main menu and previous and next buttons. Most lessons will open a video in a new browser window. When complete, select the browser close button ("X") to close the page.

Logout

Users must log out of the system when exiting. This terminates the active user session. Failure to do so will result in a two-hour lockout after three exits without using the logout button. The logout button is on the right side of the screen using the drop-down button at the user's name.

Annex E

Center for Army Lessons Learned
Key Points of Contact

The Center for Army Lessons Learned (CALL) Director is responsible for the overall leadership of the organization and the establishment of priorities for lessons learned collection, analysis, integration, and dissemination/ publication.

The Deputy Director assists the Director in the execution of the above tasks and is responsible for overseeing the budgetary, contracting, and personnel aspects that support the execution of CALL's mission.

Office of the Deputy Director may be contacted at the following telephone numbers:

DSN: 552-9584

COM: (913) 684-9584

The following list provides telephone numbers to key CALL points of contact.

Administration DSN: 552-9554 COM: (913) 684-9554	Plans and Operations DSN: 552-5159/3035 COM: (913) 684-5159/3035
Analysis Division DSN: 552-9503/7281 COM: (913) 684-9503/7281	Facilitation Division DSN: 552-9581 COM: (913) 684-9581
Dissemination Division DSN: 552-7280 COM: (913) 684-7280	Army Lessons Learned Forum DSN 552-3570 COM: (913) 684-3570
Army Lessons Learned Program Division DSN: 552-3593 COM: (913) 684-5997	Security Branch DSN: 552-7367/5987 COM: (913) 684-7367/5987

Annex F

Center for Army Lessons Learned Websites

The Center for Army Lessons Learned (CALL) websites provide a number of Web services capable of delivering a wide range of information covering training exercises and actual operations from the Vietnam War to the present. Information is presented in a variety of formats, designed with three target audiences in mind: unclassified (public), restricted, and classified.

- Unclassified website URL: http://call.army.mil
- Restricted website URL: https://call2.army.mil
- Joint Lessons Learned Information System (JLLIS): https://www.jllis. mil/apps/index/cfm

CALL Public Website

CALL's public website provides links to other Department of Defense (DOD) public websites and provides a search engine to search all DOD public sites. It also provides information that is useful to military spouses and non-DOD personnel.

CALL Restricted Website

The information available on CALL's restricted website is unclassified, but not approved for public release. This information is useful to Soldiers, but also may provide benefit to adversaries if made public. The restricted website can be accessed by all DOD personnel, selected contractors working on DOD contracts, and a limited number of coalition partners.

CALL Classified Website

The most sensitive unclassified information and classified information is available on CALL's classified website.

CALL Online Products

CALL has several hundred of its own products available online. CALL publications, such as handbooks, newsletters, initial impressions reports, Combat Training Center bulletins, and other products, are provided in standard Web hyper-text markup language format and as downloadable documents in portable-document format.

The main website has been organized to allow multiple entry points for specific documents. Documents may be located based on type of publication, name, publication date, or information focus area.

The websites undergo gradual changes in appearance as CALL strives to incorporate suggested changes, yet maintain a familiar, user-friendly interface.

PROVIDE US YOUR INPUT

To help you access information quickly and efficiently, the Center for Army Lessons Learned (CALL) posts all publications, along with numerous other useful products, on the CALL website (CAC login required). The CALL website is restricted to U.S. government and allied personnel.

PROVIDE FEEDBACK OR REQUEST INFORMATION

https://call2.army.mil

If you have any comments, suggestions, or requests for information (RFIs), use the following links on the CALL restricted website (CAC login required): "RFI or Request Pubs" or "Contact CALL."

PROVIDE LESSONS AND BEST PRACTICES OR SUBMIT AN AFTER ACTION REVIEW (AAR)

If your unit has identified lessons or best practices or would like to submit an AAR, please contact CALL using the following information:

Telephone: DSN 552-9569/9533; Commercial 913-684-9569/9533

Fax: DSN 552-4387; Commercial 913-684-4387

CALL Restricted Website <https://call2.army.mil> (CAC login required):

- **Select "Submit Observations, Best Practices, or AARs" tab at the top of the page.**
- **Under "Document Identification," enter AAR subject in "Subject of Lesson or TTP" block.**
- **Identify whether or not the AAR is classified in the "Is it Classified?" block.**
- **Select the "Browse" button by "File to Upload" block and upload the AAR file.**
- **Enter questions or comments in the "Comments/Questions" block.**
- **Press "Submit Form" button.**

Mailing Address: **Center for Army Lessons Learned**
ATTN: Chief, Collection Division
10 Meade Ave., Bldg. 50
Fort Leavenworth, KS 66027-1350

TO REQUEST COPIES OF THIS PUBLICATION

If you would like copies of this publication, please submit your request at <https://call2.army.mil>. Mouse over the "RFI or Request Pubs" tab and select "Request for Publication." Please fill in all the information, including your unit name and street address. Please include building number and street for military posts.

NOTE: Some CALL publications are no longer available in print. Digital publications are available by using the "Products" tab on the CALL restricted website.

PRODUCTS AVAILABLE ONLINE

CENTER FOR ARMY LESSONS LEARNED

Access and download information from CALL's restricted website. CALL also offers Web-based access to the CALL archives. The CALL restricted website address is:

https://call2.army.mil

CALL produces the following publications on a variety of subjects:

- **Handbooks**
- **Bulletins, Newsletters, and Trends Reports**
- **Special Studies**
- *News From the Front*
- **Training Lessons and Best Practices**
- **Initial Impressions Reports**

You may request these publications by using the "RFI or Request Pubs" tab on the CALL restricted website. (**NOTE**: Some CALL publications are no longer available in print. Digital publications are available by using the "Products" tab on the CALL restricted website.)

COMBINED ARMS CENTER (CAC)
Additional Publications and Resources

The CAC home page address is:

http://usacac.army.mil

Center for Army Leadership (CAL)

CAL plans and programs leadership instruction, doctrine, and research. CAL integrates and synchronizes the Professional Military Education Systems and Civilian Education System. Find CAL products at <http://usacac.army.mil/cac2/cal>.

Combat Studies Institute (CSI)

CSI is a military history think tank that produces timely and relevant military history and contemporary operational history. Find CSI products at <http://usacac.army.mil/cac2/csi/csipubs.asp>.

Combined Arms Doctrine Directorate (CADD)

CADD develops, writes, and updates Army doctrine at the corps and division level. Find the doctrinal publications at either the Army Publishing Directorate (APD) <http://www.apd.army.mil> or the Central Army Registry (formerly known as the Reimer Digital Library) <http://www.adtdl.army.mil>.

Foreign Military Studies Office (FMSO)

FMSO is a research and analysis center on Fort Leavenworth under the TRADOC G2. FMSO manages and conducts analytical programs focused on emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world. Find FMSO products at <http://fmso.leavenworth.army.mil>.

Military Review (MR)

MR is a revered journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. Find MR at <http://usacac.army.mil/cac2/militaryreview>.

TRADOC Intelligence Support Activity (TRISA)

TRISA is a field agency of the TRADOC G2 and a tenant organization on Fort Leavenworth. TRISA is responsible for the development of intelligence products to support the policy-making, training, combat development, models, and simulations arenas. Find TRISA at <https://atn.army.mil/media/dat/TRISA/trisa.aspx> (CAC login required).

Combined Arms Center-Capability Development Integration Directorate (CAC-CDID)

CAC-CDIC is responsible for executing the capability development for a number of CAC proponent areas, such as Information Operations, Electronic Warfare, and Computer Network Operations, among others. CAC-CDID also teaches the Functional Area 30 (Information Operations) qualification course. Find CAC-CDID at <http://usacac.army.mil/cac2/cdid>.

Joint Center for International Security Force Assistance (JCISFA)

JCISFA's mission is to capture and analyze security force assistance (SFA) lessons from contemporary operations to advise combatant commands and military departments on appropriate doctrine; practices; and proven tactics, techniques, and procedures (TTP) to prepare for and conduct SFA missions efficiently. JCISFA was created to institutionalize SFA across DOD and serve as the DOD SFA Center of Excellence. Find JCISFA at <https://jcisfa.jcs.mil/Public/Index.aspx>.

> *Support CAC in the exchange of information by telling us about your successes so they may be shared and become Army successes.*

CALL Public Website:
http://call.army.mil
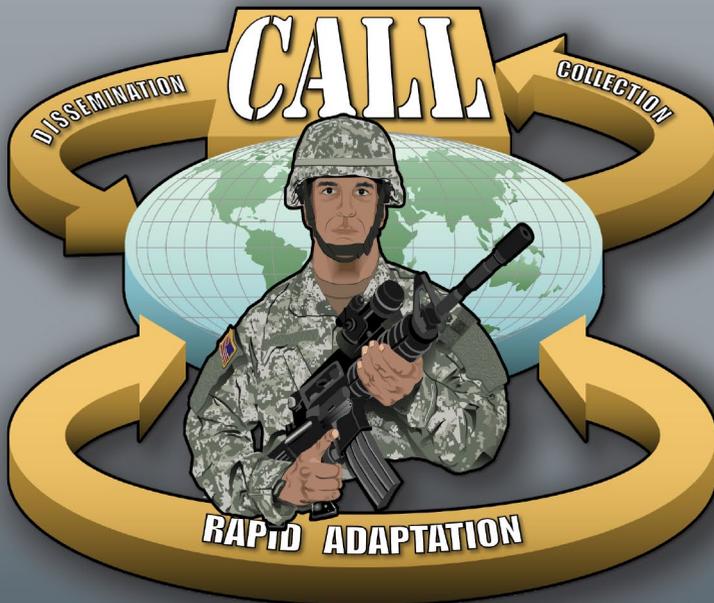
Request For Information:
913-684-9569/9533

www.leavenworth.army.mil