# HANDBOOK

# Commander's Guide to Operational Records and Data Collection

## *Tactics, Techniques, and Procedures*

## Foreword

The Center of Military History (CMH), Records Management and Declassification Agency (RMDA), and Center for Army Lessons Learned (CALL) are all repositories for a unit's operational records and data. They have jointly prepared this handbook to provide the commander clear guidance pertaining to the preservation and disposition of his unit's important operational records and data.

Your role as the commander of your unit is simple to comprehend but difficult to achieve. Primarily, it is a matter of your personal interest. The commander's priorities become the unit's priorities, and the unit does only those things the commander inspects and believes are important. If you insist that the records and operational data sources are maintained, preserved, and retired appropriately, they probably will be. Have you set up a staff standing operating procedure to make sure that happens? Is there one person on your staff whose additional, specified duty is to ensure that the records are kept and retired? If so, you are halfway there. This is not just a "make-work" administrative chore; it is essential to the long-term preservation of your unit's history, part of your responsibility to take care of your Soldiers, and required by law and regulation.

After establishing the need to keep operational records, you must set the procedures in place to do it regularly (and inspect to ensure it is done regularly). This handbook is designed to give you some handy checklists of exactly what types of records CMH, RMDA, and CALL need; how to preserve your records for yourself and for these collectors; and what to expect when these collectors show up at your tactical operations center.

In short, the purpose of this publication is to assist you in understanding the importance of your operational data and records; the critical need to preserve these records to protect your Soldiers, improve doctrine, and capture your unit history for all time; and your role in making this happen.

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## Commander's Guide to Operational Records and Data Collection

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# Chapter 1

# General Information

> **"There is history in all men's lives."**        —**William Shakespeare**

## Why a Commander's Guide for Data and Records Collection?

It is March 1991, and the scene is the oil-smoke covered battlefield in Kuwait. Victorious troops of a multi-national coalition, led by the U.S., have just driven the much-vaunted Iraqi Army out of Kuwait, capturing more than 60,000 Iraqi soldiers and killing countless others. Spread over a several hundred mile front, more than 600,000 U.S. troops halted with the declaration of a cease fire on the last day of February. Other troops began "policing up" the battlefield by clearing mines, detonating piles of abandoned artillery shells, and gathering more prisoners. The choking oil fumes got on everyone's skin and in everyone's lungs. Enemy tanks, destroyed by the powerful depleted uranium rounds of the Army's M-1 Abrams tank, smoldered in the distance. Thousands of troops, all of whom had received a wide variety of anti-chemical warfare and anti-biological warfare vaccines, moved over the battlefield inspecting the destroyed tanks and breathing in oil fumes, as piles of captured enemy munitions were detonated in the distance. The stress of battle and the stench of human death and suffering affected everyone.

Within months of the end of Operation Desert Storm (ODS), hundreds of veterans began reporting unusual medical symptoms. Severe fatigue, skin diseases, trouble breathing, weight loss, trouble sleeping, and severe stress were just a few of the symptoms of a disease some began calling Gulf War Syndrome. When the Army began investigating this rash of symptoms, its first thought was to try and establish a pattern of those affected: What units were they in? Where were they located? What operations were they engaged in? The answers provided by investigators were: "We don't know. We didn't keep our records." It took many millions of dollars and thousands of man-hours to reconstruct the locations and operations of U.S. units engaged in ODS. Thousands of veterans and active duty Soldiers faced an uphill struggle in proving they were anywhere near combat operations or even in the theater at all.

Regardless of the degree of validity of all of the Gulf War Syndrome claimants (an issue still under investigation by the Veteran's Administration), the fact remains that the Army failed to take care of its Soldiers by preserving records of those combat operations for the future. Units in World War II maintained such records, even during the intense combat of the Battle of the Bulge. Units on the verge of being overrun by the Chinese in Korea in the winter of 1950 kept unit journals, war diaries, staff action journals, operations reports, and intelligence summaries. Yet in today's military, despite the ready availability of high speed computers, e-mail, sophisticated word processing programs, portable digital storage devices, data base programs, and visually stunning graphics presentations, units often fail to preserve a record of what they were doing, where they were doing it, and when. They throw away their histories with the push of a button or with the whir of a shredder.

Preserving unit records:

- Is a commander's mission.

- Adds to the unit's history.

- Takes care of the Soldier now and in the future.

## Three Reasons to Save Your Records

The seemingly simple act of preserving such basic operational documents as briefings, message logs, staff journals, after-action reviews, situation reviews, and other records serves a variety of purposes. It is relatively simple to save hard drives, back-up hard drives, and create compact discs (CDs) and digital versatile discs (DVDs), all of which can store huge amounts of data in limited space. All it takes is for commanders to make saving operational data a priority.

Reason 1: When the unit retains a clear record of what missions it accomplished and when and where it accomplished the missions, higher-level units can review these past operations to recommend commendations (such as for Presidential Unit Citations or Valorous Unit Awards) or assign blame (attacking the wrong target or causing excess civilian casualties).

Reason 2: The Army has developed a methodology and a system that captures, processes, and disseminates lessons learned throughout the force. Beginning at the Soldier-level and culminating in the Center for Army Lessons Learned (CALL), the capture of key events and lessons is critical to survival and success on the modern battlefield. Capturing lessons learned requires the regular and accurate collection of unit operational data.

Reason 3: A unit's history is part of the U.S. Army in action—the story of its Soldiers during over two centuries of defending the nation. It is a vital link in an unbroken chain that binds the unit to the Nation. That history is only preserved when a unit keeps its records and retires them appropriately. Without records, a unit's history is just a collection of stories that may or may not be true, but which will probably not be preserved as part of the Army's heritage and history.

This guide focuses on the following Army organizations and their roles in record and data collection:

- Center of Military History

- Records Management and Declassification Agency

- CALL

# Chapter 2

## Center of Military History, Unit Historical Documents and Programs: Preserving Your Unit's History

> **"History teaches us everything including the future."**       —Lamartine

Collecting historical documents and using them as part of an active unit historical program can benefit a unit in many ways. Not only does the unit keep a detailed record of its accomplishments, but it also will have the documentary evidence necessary to draft unit award recommendations. Unit historical collections also can provide source material for published accounts of the unit's Soldiers in combat that can appear in a variety of publications including *Soldiers Magazine*, *Army Magazine*, and *Military Review*. The noteworthy achievements of many Soldiers and units have never become widely known, in part, because units did not document their actions.

Without documents, there is no real proof of what happened. Commanders have a central role—perhaps the most important role—in overseeing the collection of unit historical data. They alone have the authority to designate a unit historian as an extra duty so that one individual is the central point of contact in the unit for unit history. Commanders also provide their staffs and subordinates with the task, conditions, and standards for unit records and historical programs. Through their continued command emphasis, they can document their unit's achievements and make them a useful source of unit pride and morale.

## Key Historical Documents

The first step commanders must take is to ensure that key documents are collected and preserved by their staffs and their subordinate assigned and attached units. History produced by the Army relies heavily on documented events rather than personal experiences or memoirs, so it is critical that key documents are preserved. Unit historical narratives can capture the details and significance of key combat actions, but they can only do this if the unit keeps documents that reflect those events. Some of these documents list the names of Soldiers involved in operations, show the various intelligence reports used in a mission, and highlight both the planning and execution of military actions. These documents form the basis for a detailed historical narrative of events. A unit historian can also collect and use documents to keep a running chronology of his unit's operations. These chronologies will assist the unit historian in writing a more detailed narrative after his unit returns to home station. The unit chronology should be updated on a regular basis and include information about what the unit's headquarters is doing and the missions and accomplishments of subordinate elements.

### Useful documents for historical collection

Unit historians and visiting military history detachments from higher headquarters can make use of a wide variety of personnel, administrative, intelligence, logistical, and operational documentation to compile a detailed narrative.

These key documents include but are not limited to the following:

- Command group:
  - º "Personal for" memorandums
  - º Very important person briefings
  - º Commander's initiative group actions
  - º Staff meeting notes

- Personnel:
  - º By name unit rosters
  - º Individual valor award recommendations (with attached witness statements)
  - º Unit award recommendations (complete packet)
  - º Strength reports
  - º Casualty reports
  - º Command and staff listings
  - º Congressional inquiries and visits

- Intelligence:
  - º Graphic intelligence summaries
  - º Daily intelligence summaries
  - º Tactical human intelligence team reports
  - º Special intelligence assessments
  - º Terrain analysis
  - º Enemy order of battle and personalities reports
  - º Battle damage assessments

- Operations:
  - º Battle update briefings
  - º Battle update assessments
  - º After-action reviews (AARs)
  - º Operational lessons learned

- º Operations orders (OPORDS) (higher and lower headquarters)

- º Fragmentary orders (FRAGOS) (higher and lower headquarters)

- º Targeting lists and other fires related material

- º Operational plans

- º Daily/weekly/monthly situation reports (SITREPs)

- º Commanders concerns

- º Memorandums of instruction

- Logistics:

  - º Equipment status reports and operational readiness rates

  - º Supply expenditures

  - º Fielding of new equipment

  - º Battle loss or damage of major end items

- Civil affairs:

  - º Local personalities

  - º Urban assessments

  - º Area reports and surveys

  - º Civil-military operations recurring reports and SITREPS

- Coalition forces:

  - º Multinational training reports

  - º Multinational biographical sketches

  - º Coalition operational status reports

  - º Coalition equipment and logistics updates

  - º Unit rosters

Although many of these documents may not be directly referenced in historical narratives prepared in a unit or in support of a unit award, they will serve as extremely informative supporting attachments for future historians as they undertake writing the official history of a campaign or operation. They will also accomplish the additional Headquarters, Department of the Army requirement of saving and retiring a unit's official files and records.

## Unit Historical Programs

Unit historical programs can consist of measures to create historical narratives, collect operational/administrative reports and records, or a blend of both approaches. Deployed units that have produced solid narrative histories in the Global War on Terrorism include the 3rd Infantry Division during the attack to Baghdad in 2003 and the 2nd Brigade Combat Teams of the 10th Mountain and 25th Infantry Divisions in 2004.

These narrative accounts are very important for a number of reasons. First, the accounts generated at the time by the units themselves are often more accurate and useful than later accounts prepared from memory. Second, commanders and their staffs have intimate knowledge of operations and actions far beyond what is reflected in their briefings and documents. To leave more flexibility for subordinate commanders, some of the key documents, such as OPORDS and FRAGOS, are short and succinct and leave out many implementing and other important details. But a unit narrative history or even just a thorough AAR prepared soon after the event will capture those details while they are fresh and will serve as the basis for future historical reports, studies, and books.

## Military History Detachments

Many divisions and brigades will have military history detachments (MHD) with the mission of collecting historical material assigned to them or their higher headquarters. This situation does not relieve unit commanders from keeping their own documents and writing their own AARs, but MHDs can assist in the process of capturing history as it is being made. It is in the long-term best interests of the unit commander to assist the MHD whenever he can.

MHDs are small units consisting of a unit commander (major or captain), a noncommissioned officer (NCO), and an enlisted Soldier with the mission of collecting copies of historical documents; photographs; oral history interviews; and sometimes, museum artifacts. They try to gather as much historical data as they can, but given their small size and the large size of the battlefield, they cannot collect everything. That is why a regular unit record and document retention and retirement program is so important. MHDs will show up on occasion and gather copies (not the originals) of your historical documents to help future historians write about the unit. They are trained to assist the commander by collecting documents quickly without interfering in unit operations. MHD personnel also conduct oral history interviews with key personnel—especially those involved in planning or executing combat operations—to focus on capturing specific events. Commanders should help the MHD talk to the right people and gather copies of the right documents.

## Unit Historians

Deployed MHDs do not have the resources or time needed to cover a large organization in comprehensive fashion. Nor do MHDs create finished products such as a narrative unit history. They are collectors. Therefore, it is in the interest of deployed units to designate a commissioned officer or qualified NCO (preferably with some college-level training or interest in history) to serve as the unit historian as an extra duty. Unit historians should be selected well in advance of the unit deployment date so they can begin preparing to capture the deployment of a unit while it is happening and not spend their time playing "catch up" later.

Unit historians should be selected at all levels of command starting at division level and going down to the brigade-, battalion-, and if appropriate, separate company-level. The unit historian from one level feeds reports and information to the unit historian at the next highest level, while keeping unit-specific documents and reports at his location. Unit historians can even begin to compile a rough unit chronology while assisting visiting military historians and MHDs. Although the position of unit historian is an extra duty of the individual selected, it is an important position critical to the success of any unit history program.

Unit historians are normally members of the division, brigade, or battalion staff; although, separate detachments and subordinate companies who lack a staff can also appoint a unit historian. Unit historians working with the staffs and headquarters of organic and attached units compile unit narratives and submit them along with supporting historical material to their next higher headquarters up to division. Divisions normally do not submit historical material to higher headquarters but retain reports and records when they redeploy to home station.

## Unit Histories

Units approach the task of preparing unit histories in many different ways depending on the preferences of the commanders. While recently, historical officers in several divisions (such as the 1st and 42nd Infantry Divisions) have concentrated their efforts on organizing documentary material submitted by subordinate elements, the 101st Airborne Division's historical officer in Operation Iraqi Freedom I took the process one step farther by combining that material into a division-level written narrative. Either way, a quality product or collection of key documents will require sustained command emphasis at all levels. Only with command emphasis will unit historians and staff elements of that unit and subordinate assigned or attached units cooperate to ensure that they preserve the documents necessary to produce complete and accurate account of a unit's accomplishments.

Command emphasis encourages the production of written narratives or AARs but also ensures unit historians or MHDs (when attached or visiting) are accorded full access to operationally relevant documents, key leaders, coalition partners, and individual Soldiers who may have had a significant role in a particular engagement. Leaders at all levels must maintain interest in historical reports by being personally involved at all levels and inspecting brigade-,battalion-,and separate company-level historical reports, historical officer updates, quarterly historical in-process reviews, and AARs after combat missions. As the commander, the history of your unit and the story of your unit's accomplishments depend on your involvement.

# Chapter 3

## Records Management and Declassification Agency: Documenting Operations and Ensuring Official Records are Captured and Preserved

> **"It is not deeds or acts that last: it is the written record of those deeds and acts."** —Elbert Hubbard

## The Importance of Preserving Records

This handbook highlights the importance of collecting and preserving your unit data to ensure an accurate accounting of your unit's actions during a contingency operation. What information is preserved will dictate what history says about your unit and will also allow the Army to capture lessons learned; however, there is also a need (and legal requirement) to ensure the rights and interests of Soldiers, civilians, and the Army are protected. Capturing and preserving your official records ensure veterans and agencies providing benefits (Veteran's Administration, insurance companies, etc.) can verify and validate claims for benefits. This, in most cases, happens long after the mission is over. A veteran can be left without critical care or compensation if there is no recorded proof to validate his claim and the service and/or circumstances surrounding that claim.

## Records Management and Declassification Agency (RMDA) Receives the Official Copy

The Center of Military History (CMH), Center for Army Lessons Learned (CALL), and RMDA require similar records to accomplish their respective missions. The main difference is that RMDA's focus is on ensuring the "official record" is placed into the Army's recordkeeping system. As a commander, you have a legal responsibility to properly document your unit's operations. There are federal statutes (36 Code of Federal Regulation; Chapter XII, Parts 1200-1299; and 44 United States Code 3301-3314) and Army policy (Army Regulation [AR] 25-1 and AR 25-400-2) that require the proper documentation of the functions and operations the Army performs. This documentation is extremely critical during a contingency operation. The official record copy of any document should be placed in the Army's recordkeeping system to ensure preservation through that records life-cycle. In the case of contingency operation records, most have permanent dispositions and should eventually end up in the National Archives where historians, researchers, and family members of veterans can access the information.

During your deployment, CALL, CMH, and other agencies that deploy will be asking for your records. You should provide these agencies with copies of the documents, not the official record and, certainly, not the only existing copy. RMDA does not deploy, and the responsibility for the official record belongs to the commander.

## RMDA's Directives and Guiding Documents

RMDA has been distributing directives and guidance documents concerning operational recordkeeping since the beginning of Operation Enduring Freedom in 2002. The two most important guides are Department of the Army Pamphlet (DA

Pam) 25-403, Chapter 12, and the RMDA, "Quick Reference Guide to Documenting Operations for Deployed Units of the Army." Chapter 12 of the DA Pam focuses on operational records in theater and provides guidance on setting up a process for collecting and preserving operational records. The quick reference guide tells a Soldier what he should keep and where he should send it. It includes instruction for both hard-copy and electronic records. (See a copy of the quick reference guide and Chapter 12 of the DA Pam in Appendix A.)

## Procedures for Sending Documents to RMDA

Army policy requires Army users be registered in the Army Records Information Management System (ARIMS) (<www.arims.army.mil>) and use the system to send electronic records or transfer/ship hardcopy records. There are policies and guidance on how to properly ship/transmit your records in the ARIMS; however, this practice may not always be possible or practical in a war zone. However, you can still capture and preserve your unit's records. At the very least, send the records you collect to your home station where the local records officers can further process them.

A detailed organization and index of your records will make it easier to find specific records later. Make sure records contain the following:

- Operation/location

- Date

- Unit

- Type of records (incident report, daily journal, etc.)

### Hardcopy records

Hardcopy records should be boxed and organized and should never be shipped without some kind of transmittal document, such as a Standard Form 135 or a typed or handwritten piece of paper with an inventory of what is in the box. This inventory provides the people on the receiving end something to work with and allows them to further process the records. It gives you, as the commander, a receipt for what you have shipped.

You should never allow Soldiers to throw paper, electronic media, or other hardcopy information into a box and send it without some level of organization. It is almost impossible even for an experienced records manager to sort through this material when he knows nothing about the operation or the context under which the unit created the records.

### Electronic records

Technology is a double-edged sword in terms of records management. Near real time data can be transmitted anywhere, orders can be transmitted or posted, and journals can be kept and shared electronically. However, there is a dark side to all technology; it is all too easy to hit that delete key or wipe clean hard-drives or file servers and lose information—along with a part of the Army's history—forever. Losing this information makes it difficult to create lessons learned and protect the rights and interests of your Soldiers.

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Copy your electronic records to approved removable media and send that media to your home station. If your unit posts fragmentary or operations orders (OPORDS) on tactical Websites, make a "record copy" before these orders are removed. When your unit redeploys, make a "record copy" of all records on hard drives or servers before they are wiped clean for the replacement unit. Label the media and organize it in the same way you organize hardcopy documents.

**Top Ten**

The quick reference guide lists approximately 60 record types that units should create and preserve during a contingency operation. However, the following 10 types could most affect the rights and interests of your Soldiers:

| Functional Area | File # | Description |
|---|---|---|
| Operations | 220-15a1 | Daily staff journal and tactical operations center log with coordinates of locations and events |
| Operations | 525a1 | Command reports, special reports, maps and overlays, and incident reports |
| Operations | 525n1 | Operation planning files; operating plans (including audio/videotapes of teleconferences) |
| Operations | 525p1 | Operation procedure files; OPORDS (including audio/videotapes of teleconferences) |
| Office Housekeeping | 1hh | Office temporary duty (TDY) travel (civilian TDY orders) |
| Nuclear/Chemical | 50-5a1 | Nuclear accident/incident controls |
| Weapons/Material | 50-6b1 | Chemical accident/incident controls |
| Safety | 385-10f2 | Accident/incident case files (including nuclear, chemical, and biological exposure) |
| Military Police | 190-45b2, 3 | Military police journals (blotters) |

## No More "Radar O'Reilly's"

Historically, recordkeeping was left to clerks and records officers trained in the records management field. However, the new Army has all but done away with the administrative military occupational specialties. There are no more "Radar O'Reilly's" to do everything in triplicate and maintain a unit's files. Consequently, the responsibility of this very important undertaking has been shifted to commanders and action officers as "another duty as assigned." It requires preplanning and establishing procedures to minimize the burden on you as the commander and your Soldiers in the field.

## Chapter 4

## Center for Army Lessons Learned: Collection Priorities

> **"You must learn from the mistakes of others. You can't possibly live long enough to make them all yourself." —Sam Levenson**

Center for Army Lessons Learned (CALL) collects, analyzes, disseminates, integrates, and archives Army and joint, interagency, intergovernmental, and multinational (JIIM) observations, insights, lessons (OIL) and tactics, techniques, and procedures (TTP) to support full-spectrum military operations. One of the most important operative tasks in CALL's mission statement is collection. Collection of the latest OIL and TTP and their subsequent integration into the operational and institutional Army helps units and Soldiers meet the serious challenges posed by today's operating environment. CALL collects OIL, TTP, and operational products and records from the field primarily through five methods:

- OIL from the operational Army

- After-action reviews (AARs)

- CALL theater operation detachments (TODs)

- CALL collection and analysis teams (CAATs)

- Operational products and records submitted from the operational Army

### Observations, Insights, and Lessons

### Commanders' responsibilities

Commanders and staffs at all echelons have a responsibility to send relevant collected OIL and other documentary materials to CALL to capture lessons learned products for dissemination to the Army.

### OIL definition

Observations, insights, and lessons are information from any source that explains the conditions experienced by military forces during war or training, the issues that arose during those operations or exercises, and the potential solutions to the problems military forces experienced. Examples of OIL include AARs, unit TTP, interviews with Soldiers, incident reports, and most CALL-distributed products.

Observations describe the conditions experienced by military forces during war or training. Example: "The daily average temperature in Iraq country was 110 degrees, and it had a negative effect on troops and equipment."

Insights describe the issues that arose while conducting military operations or training. Example: "Due to the extreme heat experienced in Iraq, the (insert piece of equipment) failed to operate properly."

Lessons provide potential solutions to the problems experienced under set military conditions (for example, extreme heat). Example: "By doing ... X, ... our equipment continued to work despite the extreme heat."

Observations, insights, and lessons are not lessons learned because they have not been validated by the Army's assigned proponents, and there is no assurance an actual change in behavior will occur.

## Lessons Learned

### Lessons learned definition

CALL defines lessons learned as "validated knowledge and experience derived from observations and the historical study of military training, exercises, and combat operations that lead to a change in behavior at either the tactical (standing operating procedures [SOP]), TTP, etc.), operational, or strategic level or in one or more of the Army's DOTMLPF (doctrine, organization, training, materiel, leadership and education, personnel, and facilities) domains."

The lessons learned process (LLP) is a deliberate and systematic process for collecting and analyzing field data and disseminating, integrating, and archiving OIL collected from Army operations and training events. OIL do not constitute lessons learned without changing individual, unit, or Army behavior.

### Lessons learned collection process

Units should collect OIL, tactics, TTP, AARs, and other operational and training documentation from relevant sources and forward them to CALL. The sources include but are not limited to the following:

- Combat operations and exercises

- National Training Center, Joint Multinational Readiness Center, Joint Readiness Training Center, Battle Command Training Program, and other training center observations

- Joint and combined operations and exercises

- Historical analyses

- Simulations, war games, and staff studies

- Military observation teams

- DOTMLPF tests, evaluations, and experiments

- Modeling and simulation

- Army transformation initiatives

- Military response to natural disasters

- Terrorist incidents

Through both formal and informal means, units conduct collection activities, assessments, and AARs as a basis for forwarding relevant OIL to CALL for subsequent dissemination throughout the Army. At a minimum, observers should identify the task, describe the event, and highlight facts and data to corroborate the OIL. There are two methods of collection:

- Formal (direct or active) collection is conducted by subject matter experts during operations and exercises. These teams use a prepared and approved collection plan to focus and prioritize efforts. They document and organize, collect operational records and AARs, and provide feedback to the units they are observing.

- Informal (indirect or passive) collection is conducted when units or individuals submit post–operation/–exercises/–training rotation AARs and other operational documentation to CALL. From these reports and other documentation, CALL extracts OIL for analysis, dissemination, and archiving.

**Sending OIL to CALL**

Commanders and staffs at all echelons have a responsibility to submit their collected OIL to CALL. CALL is responsible for disseminating this information to the Army through its Website and products. Units and organizations are encouraged to follow the submission guidelines posted on the CALL Non-Secure Internet Protocol Router Network (NIPRNET) and Secret Internet Protocol Router Network (SIPRNET) Websites (See Figure 4-1) to submit OIL, either electronically or in hard copy digital format (that is, electronically stored/burned onto a compact disc–read only memory [CD–ROM]).

CALL desires the following minimum information requirements for observations:

- Administrative information, such as unit point of contact information, exercise or operation, branch of service, component, general dates, and locations

- Observation title

- Observation and relevant background information that include items relevant to the problem

- Insight (What happened? Under what conditions? How was the unit or its mission affected and why?)

- Lesson you think should be learned

**The After-Action Review**

Army Regulation 11-33, (Army Lessons Learned Program) directs assigned units, brigade-size or larger to submit unit-level AARs and other lesson learned material to CALL for review, analysis, dissemination, and archiving in accordance with the following general guidelines:

- Units participating in an Army, joint, or combined military operation will submit AARs to CALL no later than 90 days after returning to home station.

- Units participating in an Army, joint, or combined military exercise or experiment will submit AARs to CALL no later than 60 days after returning to home station.

- Units completing combat training center (CTC) rotations, are highly encouraged to submit a copy of the relevant portions of their "take home package" to CALL.

- AAR submission guidelines are posted on both the CALL NIPRNET and SIPRNET sites. See the NIPRNET example in Figure 4-1. Units can submit AARs electronically or in a hard copy digital format (that is, electronically stored/burned onto a CD–ROM).
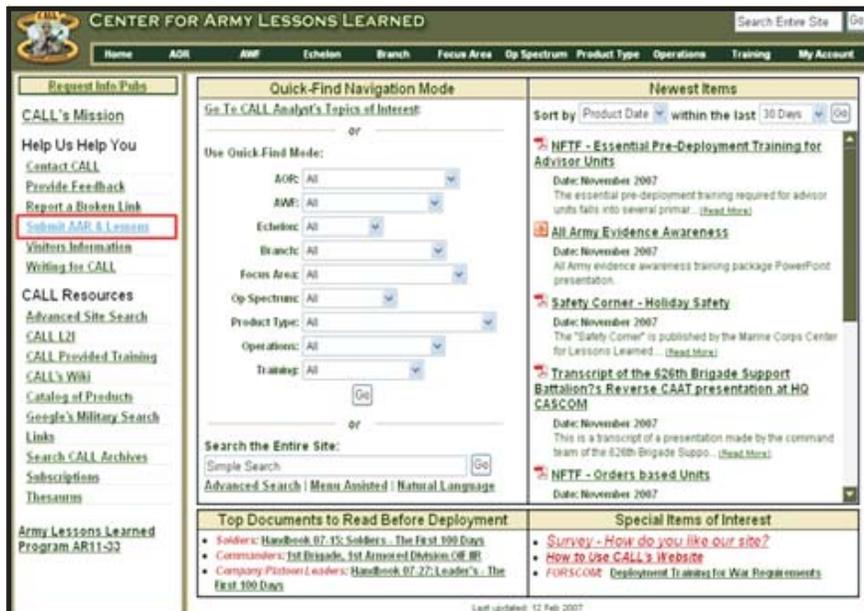


**Figure 4-1**

**Writing the After-Action Review**

CALL developed an AAR Report Template (See Appendix B) for units to use to prepare final, comprehensive reports documenting recent operations. Its design is based on extensive institutional experience of what makes an outstanding AAR.

Commanders are encouraged to include the following key information in their AARs.

- Commander's executive summary

- Task organization to include attached units

- Chronology of key events

- Number of Soldiers deployed

- Summary of casualties during deployment

- Discussion of each phase in the deployment cycle

- Participation in major operations

- Discussion of stability operations

**Theater Observation Detachment (TOD)**

CALL maintains embedded collectors, normally majors or lieutenant colonels called TODs, in designated operational units. CALL uses both internal personnel and external volunteers to fill embed positions. Embedded volunteers include officers from both the active and reserve components to include the Army Reserve and National Guard, CTCs, branch proponents, and training support divisions. External commands support the embed program to improve predeployment training, validate the implementation of the operating environment into training and mission rehearsal exercises, and validate post-mobilization training. TODs integrate themselves into a unit's operations and simultaneously serve as an advocate for CALL. Figure 4-2 depicts the TOD's role as a liaison between the field units and CALL. Other key tasks the TOD performs are:

- Collecting TTP and OIL in accordance with collection plans.

- Sharing observations, lessons learned, and TTP with other in-theater TODs and CALL for rapid dissemination.

- Giving supported command and CALL visibility on emerging issues.

- Acting on requests for information.

- Assisting CAATs in country and CAAT collection.

- Providing reach-back for in-country units.
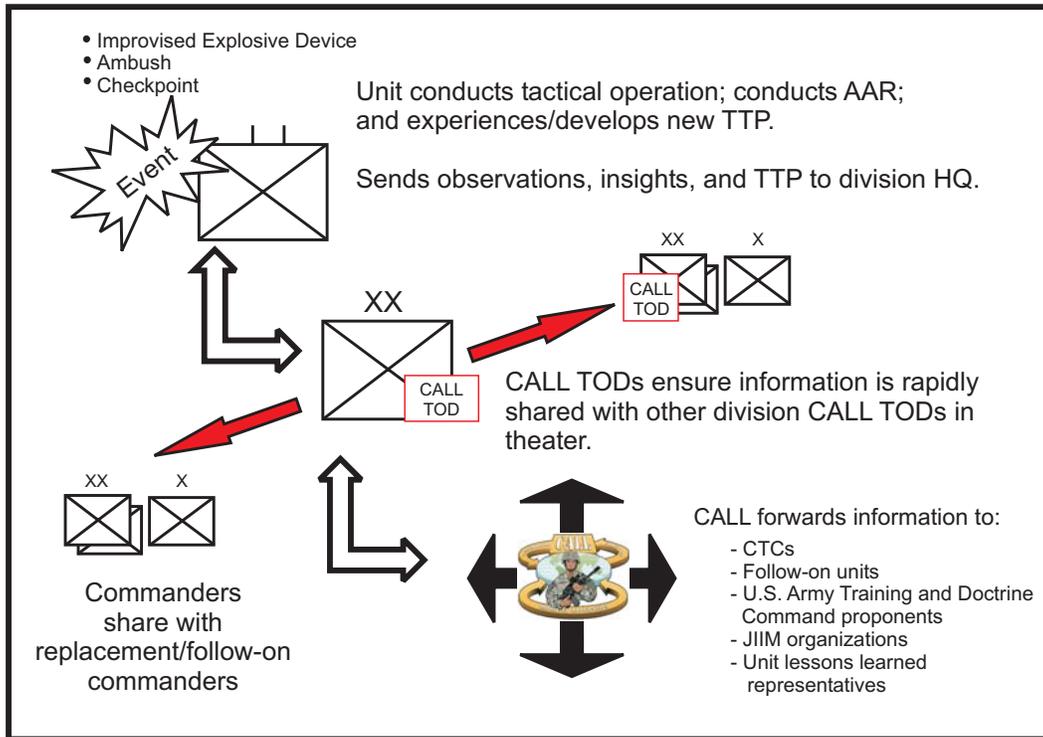
**Figure 4-2**

## TOD and the commander

Upon the TOD's arrival in theater, he conducts an in-brief with the supported unit commander or chief of staff. At a minimum, the commander or chief of staff can expect to hear the TOD's role and his proposed collection plan. CALL highly welcomes the commander's input to the collection plan and will adjust it accordingly. Periodically, the TOD updates the commander regarding the collection plan's status.

## Collection and Analysis Team

CALL has an on order mission to deploy worldwide to collect lessons and TTP from both contingency operations and training exercises. Since September 11, 2001, CALL has sent out 50 CAATs, mostly related to operations in Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). Subject matter experts from around the Army comprise a CAAT, which develops issues for collection approved by the Combined Arms Center (CAC) commander (See Figure 4-3). CAATs follow a very disciplined and developed collection process and subsequently debrief the CAC commander regarding their findings.

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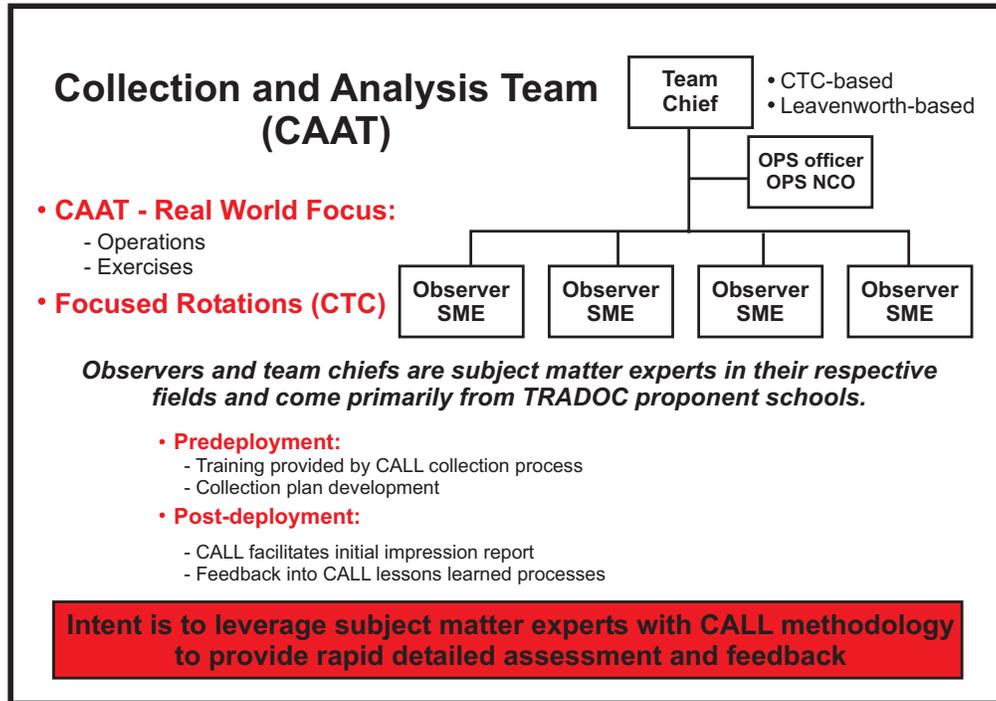
**Figure 4-3**

## CAAT Collection Process

CAATs execute collection in four distinct phases (See Figure 4-4):

- Phase 1: CALL conducts mission analysis to develop a collection plan; determine the size and composition of the CAAT; and, subsequently, hosts a predeployment workshop to train the CAAT members in CALL collection methods.

- Phase 2: The CAAT deploys to the collection site or to the aerial or seaport of debarkation to link up with personnel of the host unit.

- Phase 3: The collection plan, collection focus, end state, and intent along with unit missions, proponent school issues, and operational considerations drive the collection effort.

- Phase 4: The CAAT reassembles, normally, at CALL Headquarters and writes an initial impressions report that represents the results of its collection effort.
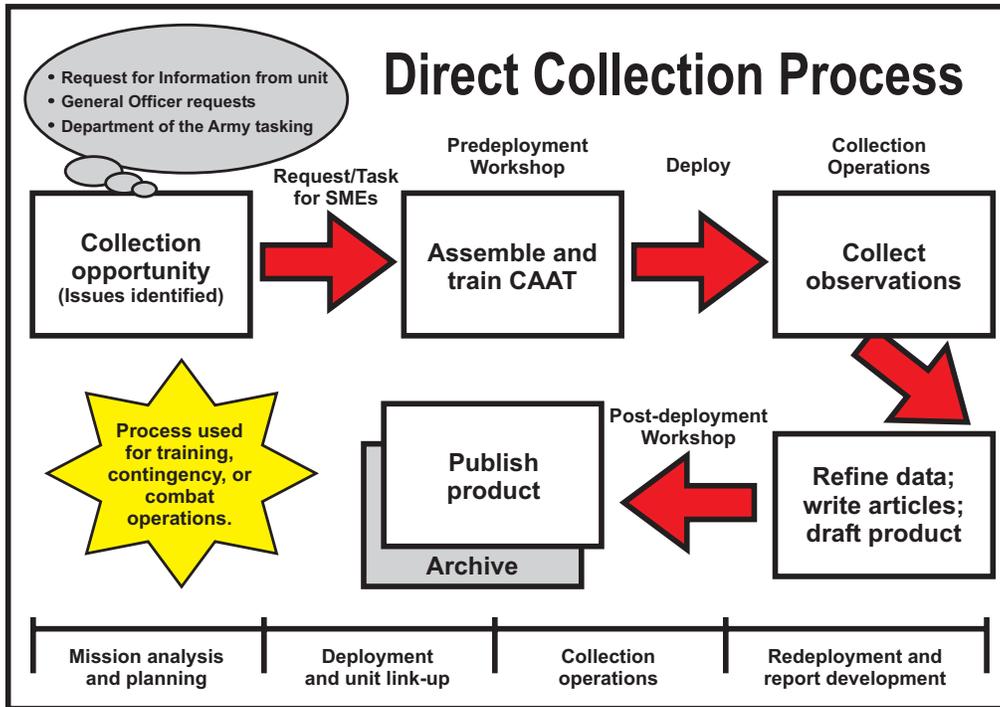
**Figure 4-4**

## Commander's responsibility to a visiting CAAT

CAATs normally require the following minimal support from the visited command:

- Administrative and logistical support to include transportation, mess, and billeting.

- Access to units and leaders conducting operations in the area of responsibility, including access to staff/command updates, planning sessions, and briefings.

- A workspace with access to communication links that support e-mail.

## Operational Records and Products from the Operational Army

CALL highly encourages units to send copies of its key operational records and documents generated from operational deployments. CALL proactively collects copies of many key operational documents from units; however, it is only able to collect a fraction of what is available. Documents collected are permanently placed in the CALL archives, which makes them available for future use to the field and institutional Army. Experience has shown operational products and records are invaluable tools in helping units prepare for an operational deployment to OIF or OEF. Operations orders (OPORDs) and associated fragmentary orders (FRAGOs) alone provide a wealth of operational and intelligence information for a unit preparing for a similar mission. CALL receives hundreds of requests a year from Soldiers, Department of Defense (DOD) civilians, and DOD contractors asking

exactly for this type of information. Units are strongly encouraged to send digital copies of the following operational documents and records to CALL for archiving:

- OPORDs, operation plans, and associated FRAGOs

- OPORDS and FRAGOs from named operations

- Commander policy letters and memorandums

- Campaign plans

- AARs and lessons learned from an event or operation

- Key operational assessments and updates

- Key intelligence assessments and updates

- OIL

- TTP

Send the above documents to CALL using the same method described above to send an AAR.

# Appendix A

# Additional Records Management Information

## Statutory Authority

The Federal Records Act of 1950 as amended contains the statutory authority for the Army Records Information Management System (ARIMS) program. The General Services Administration (GSA) and the National Archives and Records Administration (NARA) share government-wide responsibility for federal recordkeeping. The GSA portions of the Federal Records Act are implemented in the Federal Management Regulations, Part 41, Chapter 102, Subchapter G, Code of Federal Regulations (CFR), and NARA portions are implemented in 36 CFR, Chapter XII, Subchapter B. These are, in turn, implemented by Army regulations.

Sections 3301-3314, Title 44, United States Code (44 USC 3301-3314), establishes the legal basis for the disposal of records of the U.S. government. The Director, U.S. Army Records Management and Declassification Agency (USARMDA) (AAHS-RDR), 7701 Telegraph Road, Alexandria, VA, 22315-3860, develops retention and disposal authorizations that meet Army needs and obtains approval from the archivist of the U.S. Approval by the archivist is legal authority for the retention and disposal of all Army records.

The Paperwork Reduction Act, 44 USC, Chapter 35, establishes the legal basis for minimizing the cost of creation, collection, maintenance, use, dissemination, and disposition of information.

Army policies:

- Army Regulation (AR) 25-1 (Army Information Knowledge Management and Information Technology), Chapters 2 and 8, <http://www.apd.army.mil>

- AR 25-400-2 (Army Record Information Management System [ARIMS]), <http://www.apd.army.mil> and <http://www.arims.army.mil>

- Department of the Army Pamphlet (DA Pam) 25-403 (Guide to Recordkeeping in the Army), <http://www.apd.army.mil>

- Guidance specific to operational records during a contingency

- Army Knowledge Online (AKO): Recordkeeping guidance and directives are posted on AKO under the files area. Go to "U.S. Army Organizations/Army Records Management/Recordkeeping File Cabinet/Contingency Operation" folder.

## Quick Reference Guide

Below is the entire quick reference guide that has been distributed and posted at various sites. The guide provides a listing of information that units should create and preserve and instructions for shipping and/or transmitting information to the proper holding facility. As stated in the main recordkeeping narrative, this may not always be practical or possible. At a minimum, take records with you to home station upon redeployment or ship to home station prior to redeployment.

This guide applies to all Army forces that are deployed or engaged in operational missions. The guide provides instructions for the creation and preservation of records in units and parts of units deployed for combat, emergency, and special operations both singly and as part of a task force. The records specified in this guide provide important rights and interest information for Soldiers and veterans. The Army must be able to research the location and activities of units and Soldiers involved in combat or contingency operations. Destruction or loss of Army records is a violation of federal law and must not occur.

Commanders of deployed units will designate a point of contact, a records coordinator (RC), for the monthly collection and transfer of records created in their units in accordance with processes established by the commander directing the overall operation. Records shipped by mail, either hardcopy or electronic records on approved removable media authorized by your local G6/S6, should be accompanied by a completed Standard Form 135. If this is not possible, a simple cover sheet can be used (legibly handwritten or typed) giving the unit's full name and address, unit identification code, unit point of contact information, name of task force, name of operation, inclusive dates of the records, and a list of the records in the shipment. **Note:** Records sent to the Washington National Records Center (WNRC) will only be accepted if all transfer procedures are properly followed. These procedures and all necessary forms can be accessed at <http://www.archives.gov/frc/toolkit.html>.

This guide applies to all records regardless of media, e.g., paper, computer discs and tapes, microform, photographic film, e-mail, and other electronic formats. Electronic records (received or transmitted) will be provided in the format in which they were saved. Transmit unclassified e-mail to be preserved as a record to conops@conus.army.mil. Other unclassified records may be attached to an e-mail and sent to the same address. Put the name of the operation in the subject line. Classified records may be attached to an e-mail and sent classified e-mail. Please contact conops@conus.army.mil for the classified e-mail address. **Do Not Mix Classified and Unclassified Records On Electronic Media.**

Annex A contains a list of specific records to be created, maintained, and transferred. Specific record descriptions for each of these file numbers can be found on the ARIMS Website, <https://www.arims.army.mil>, under the Records Retention Schedule—Army (RRS-A) tab. The list of file numbers in Annex A is not all-inclusive. Any records that document operations of the unit will be preserved per this instruction and AR 25-400-2.

From time to time organizations such as Center for Army Lessons Learned and military history detachments will visit deployed units to collect copies of records. Do not give these organizations the record copy of information to be preserved. The record copy will be handled in accordance with these instructions and AR 25-400-2.

Army records may be destroyed only if capture by a foreign power appears imminent. Destruction for any other reason is not authorized. If emergency destruction of records is performed, a list of those records and the inclusive dates of each will be compiled to the extent possible and sent to U.S. Army Records Management and Declassification Agency, Records Management Division, ATTN: AAHS-RDR, 7701 Telegraph Rd, Casey Bldg. Rm. 102, Alexandria, VA, 22315-3860, <https://www.arims.army.mil>.

Do not "over-classify" records. Follow the classification guides in Army Security Regulations and/or the operation plan (OPLAN) for the operation. Ensure declassification instructions accompany all classified records including electronic records prior to transferring them. Mail classified records (double wrapped) by registered official mail.

Annex A

| Functional Area | File # | Description |
|---|---|---|
| Send the following records to: U.S. Armed Forces Center for Unit Records Research, ATTN: AAHS-RDC, Kingman Building, Room 2C08, 7701 Telegraph Rd., Alexandria, VA, 22315 | | |
| Operations | 220-15a1 | Daily staff journal and tactical operations center log with coordinates of locations and events |
| Operations | 525a1 | Command reports, special reports, maps and overlays, and incident reports |
| Operations | 525n1 | Operation planning files; OPLANS (including audio/videotapes of teleconferences) |
| Operations | 525p1 | Operation procedure files; operations orders (including audio/videotapes of teleconferences) |
| Office Housekeeping | 1hh | Office temporary duty (TDY) travel (civilian TDY orders) |
| Nuclear/Chemical | 50-5a1 | Nuclear accident/incident controls |
| Weapons/Materiel | 50-6b1 | Chemical accident/incident controls |
| Safety | 385-10f2 | Accident/incident case files (including nuclear, chemical, and biological exposure) |
| Military Police | 190-45b2, 3 | Military police journals (blotters) |

Process and transmit the following records in accordance with the regulations that prescribe their creation. These records should be shipped to the unit's home station records holding area on a monthly basis for processing or the Washington National Records Center (WNRC), 4205 Suitland Rd, Suitland, MD, 20746-8001. **Note:** Records shipped to WNRC will only be accepted if all transfer procedures are properly followed (see above link).

| Management | 5b1 | Agreement |
|---|---|---|
| Military Police | 190-8a | Individual enemy prisoner of war (PW)/detainee files |
| Military Police | 190-8b | Enemy PW/detainee general information |
| Military Police | 190-8d | Enemy PW/detainee complaints and investigations |
| Military Police | 190-8e | Enemy PW/detainee strength reports |
| Military Police | 190-8f | Enemy PW/detainee rosters |
| Military Police | 190-8h | Enemy PW/detainee educational media |
| Military Police | 190-8i1, 2 | Enemy PW/detainee noncontract labor |
| Military Police | 190-8j1, 2 | Enemy PW labor contracts |
| Military Police | 190-8k | Enemy PW camp labor reports |
| Military Police | 190-8q | PW censorship |
| Military Police | 190-8s | Enemy counterintelligence (CI) general information |
| Military Police | 190-8u | Enemy CI complaints and investigations |
| Military Police | 190-8v | CI strength reports |
| Military Police | 190-8w | Enemy CI rosters |

| | | |
|---|---|---|
| Military Police | 190-8x | Enemy CI property accounting files |
| Military Police | 190-8y | Enemy CI educational media |
| Military Police | 190-8z | Enemy CI noncontract labor |
| Military Police | 190-8aa | Enemy CI camp labor reports |
| Military Police | 190-9a | Absentee cases |
| Military Orders | 600-8-105a 1 | Personnel type orders |
| Army Information | 360-5b 2 | News media and releases |
| Transportation | 55-355PERf | Passenger manifests (per Department of Defense [DOD] 4500.9-R, Vol. 1) |
| Transportation | 55-355FRTg | Bills of lading (per DOD 4500.9-R, Vol. 2) |
| Logistics | 710 2a | Property book and supporting documents |
| Logistics | 710 2b | Document registers |
| Logistics | 710-2h1,2,3 | Property loss, theft, and recovery reports |
| Logistics | 710-2t | Unit supply reports |
| Logistics | 735-5r1 | Report of survey files |
| Logistics | 735-5s | Report of survey control register files |

| | | |
|---|---|---|
| Send the following records to: Inspector General, ATTN: SAIG-IR, 2511 Jefferson Davis Hwy, Arlington, VA, 22202-3912 | | |
| Inspector General Records: | | |
| Asst., Insp., Inv. | 20-1b | IG Investigations |

| Send the following records to: CDR, 902d MI GP, Investigative Records Repository, ATTN: IAMG-C-IRR, 4552 Pike Road, Fort George G. Meade, MD, 20755-5995: | | |
|---|---|---|
| Intelligence Records: | | |
| Intelligence | 381-20d | CI collection files |
| Intelligence | 381-20i1,2,3 | Foreign personnel and organization files |
| Intelligence | 381-20n | U.S. PW/missing in action detainee intelligence |
| Intelligence | 381c | Intelligence/CI sources |
| Intelligence | 381-47a | CI, special operations |
| Intelligence | 381-100a | Human intelligence collection |

| Send the following records to: CDR, U.S. Army Intelligence and Security Command Records Center, ATTN: IAIM-RP-R, 8825 Beulah St, Fort Belvoir, VA, 22060-5246: | | |
|---|---|---|
| Intelligence | 381-3a | Military intelligence (MI) operational management files |
| Intelligence | 381-3b1 | MI operational management reports |
| Intelligence | 381-3c 1, 2 | MI non-operational reports |
| Intelligence | 381-3d1 | MI mission assignments |
| Intelligence | 381-3f | MI project cases |
| Intelligence | 381-11b | Scientific and technical intelligence products |
| Intelligence | 381-20b | Captured information |

| Medical Records: Units providing medical care will transmit these records in accordance with medical prescribing directives. | | |
|---|---|---|
| Medical | 40 | Clinic logs |
| Medical | 40-5d1 | Command health reports |
| Medical | 40-66a | Outpatient field medical file (including DD 2766; DD 1380; standard forms (SFs) 516, 558, and 600; and other medical reports) |
| Medical | 40-66ddd1,2 | Inpatient, fetal monitoring strips, and extended ambulatory records for fixed medical facilities |
| Medical | 40-66i | North Atlantic Treaty Organization inpatient records |
| Medical | 40-905e1,2 | Military animal records |

Visual information records (still and motion) will be sent to director, U.S. Army Visual Information Center, ATTN: JDHQS-AV-E-L, Room 1A256, 3001 Army Pentagon, Washington, DC, 20310-3001 for processing into the records center.

Personnel Records: Process and transmit personnel records in accordance with personnel prescribing directives.

## DA Pam 25-403, Guide to Recordkeeping in the Army, Chapter 12, Contingency Operation Record Collection

This excerpt from DA Pam 25-403 provides guidance and procedures for setting up a successful collection process for operational records.

**Background**

Recordkeeping requirements during contingency operations are governed by the same laws and regulations as recordkeeping during peacetime or while in garrison. However, the nature of a contingency operation makes good recordkeeping even more critical. Without properly documenting contingency operations, the Army as an institution risks losing important portions of its history; can lose the ability to formulate lessons learned; and, most importantly, can fail to protect the rights and interests of the individual Soldiers and civilians deployed.

Missing records during Operation Desert Storm resulted in the Army spending millions of dollars for record reconstruction. This record reconstruction was to try

and pinpoint unit/individual locations during specific times during the conflict. The information was used to substantiate claims for and to determine the cause of Gulf War Syndrome suffered by many deployed Soldiers.

## Explanation of responsibilities

AR 25-1, paragraph 2-12i states the Deputy Chief of Staff, G-3, will "ensure that support is included in Army operational planning documents for the collection and transfer of records created by deployed units in contingency operations per AR 25-400-2."

AR 25-1, paragraph 2-24g states commanders of the Army component combatant commands will "integrate records management support into operational plans for the collection and transfer of records created by deployed units in contingency operations per AR 25-400-2."

AR 25-400-2, paragraph 1-4f states commanders of Army components operating under a joint command will "ensure, through a designated contact, that records are created and preserved throughout the Army component in accordance with the records procedures in paragraph 1-7f. The designated contact will establish the processes for the collection and transfer of unit records."

AR 25-400-2, paragraph 1-7 f states "records created by deployed units in CONOPs are collected monthly and sent to designated transfer locations as directed by a pre-positioned message from the Pentagon Army Operations Center (AOC). Deployed units will be provided copies of the Quick Reference guide outlining requirements for specific and minimum records creation, preservation, collection, and transfer."

A reminder of these responsibilities is dispatched via message from the AOC at the beginning of a contingency operation.

## Collection guidance

Procedures and processes for collecting records during a contingency operation are the combatant commander's responsibility and generally left to his direction. However for guidance purposes, the following procedures have been extracted from the successful collection processes used by U.S. Army, Europe (USAREUR) for records created during the operations in Bosnia and Kosovo. In that area of responsibility (AOR), the combatant commanders realized the importance of documenting operations. They supported and directed the effort through all staff elements and through the ranks, down to the unit level. For the purposes of DA Pam 25-403, the USAREUR guidance has been modified to provide recommended procedures for all contingency operations records collection and preservation. To ensure records from the AOR are collected and properly prepared for transfer to continental U.S. facilities, resources should be provided to create a records holding/staging area within the AOR. This area should be staffed and equipped to process both electronic and hardcopy records received from units down range.

Commanders of units down to separate company level that are deployed in contingency operations will manage and supervise operational recordkeeping systems in their commands.

These commanders will:

- Develop supporting plans for maintaining and transferring operational records according to DA Pam 25-403.

- Appoint operational record collectors (RCs) to carry out the contingency operation recordkeeping requirements.

- Maintain a daily staff journal or duty officer's log (DA Form 1594) during contingency operations according to AR 220-15.

- Ensure that operational records are transferred each month according to paragraph d(5) below and the instructions provided by this DA Pam. Commanders will also ensure that operational records of subordinate activities assigned or attached to their commands during the operation are included in the unit's monthly submissions.

- Ensure remaining records are transferred after the contingency operations mission is completed.

- Ensure that when different units rotate in and out of the same area of the operation, the outgoing unit thoroughly briefs the incoming unit on its records collection and transfer processes before the transfer of authority:

  - º The requirement applies to all forms of unit-generated records, whether produced on paper or in electronic format (e-mail, diskette, posted on Websites, compact disc). The most common unit-generated operational records include commanders' assessments, daily staff journals, FRAGOs, intelligence reports, OPLANs, OPORDs, personnel and logistics reports, serious incident reports, situation reports, spot reports, and reports generated to describe the occurrence of a particular event. Medical records will be collected and preserved through these procedures only if the situation does not allow for their return through existing procedures for turning in medical records.

  - º Table 12-1 (access at <http://www.apd.army.mil>) lists some of the most common types of operational records. At Appendix C (access at <http://www.apd.army.mil>) is the Quick Reference Guide to Documenting Operations for Deployed Units of the Army. The guide provides additional records and specific guidance on where to send these records.

**Notes:**

1. This table does not list all files that units should maintain. Units should also preserve files not listed in this table that document unit activities.

2. Prescribing publications:

- AR 11-9 (The Army Radiation Safety Program)

- AR 25-1 (Army Knowledge Management and Information Technology Management)

- AR 25-400-2 (Army Record Information Management System)

- AR 40-5 (Preventive Medicine)

- AR 200-1 (Environmental Protection and Enhancement)

- AR 220-15 (Journals and Journal Files)

- AR 360-1 (The Army Public Affairs Program)

- AR 385-10 (The Army Safety Program)

- AR 525-1 (The Department of the Army Command and Control System)

- AR 600-8 (Military Personnel Management)

Procedures:

- General:

  º DA Pam 25-403 provides guidance and procedures for collecting, preparing, transferring, and preserving operational records. To avoid loss or destruction of these documents, operational records will be transferred each month.

  º Designated RCs for each unit are responsible for collecting, preparing, and transferring records. Unit RCs will transfer records each month. The closing date for records preparation is the last calendar day of the month. Records should be transferred within ten business days after the closing date.

  º Submitting records electronically is encouraged. Most records a unit creates are in electronic format and can be transferred for storage to the USARMDA office in the ARIMS electronic archive. Units can store the records on approved removable media and mail them to USARMDA, or they can forward them to USARMDA as attachments and zip-file attachments to e-mail messages. Mailing instructions and e-mail addresses are provided in subparagraph 12-3 d(5), below.

- Identifying records. Operational records are documents that record the location and activities of units and Soldiers involved in contingency operations. AR 220-15 requires that DA Form 1594, (Daily Staff Journal) or (Duty Officer's Log), be maintained when units are deployed to support a contingency operations mission. DA Form 1594 may be provided in electronic or paper format. Other unit-generated records in

electronic or paper format will be included with the unit's monthly submission.

- Collecting records:

    º Operational RCs receive records from subordinate activities and prepare them for transfer to designated repositories.

    º Original records are required for records in paper format. The unit should keep a copy of every record required for future operations. Units will not give information-gathering activities, such as history and lessons learned detachments, original record copies. If appropriate, these activities should be provided a copy.

- Preparing records:

    º Electronic records transferred by approved removable media authorized by your local G6/S6 should be packed in small boxes or envelopes according to official mail instructions.

    º Paper records should be packed in official record containers (national stock number 8115-00-117-8249). If official record containers are not readily available, units may use a box or envelope.

    º Unit RCs will document shipments using SF 135 or DA Form 3964 (For Classified Shipments) as appropriate. The originator of the records will keep one copy of the shipping document and put one copy in the record container. The RCs are responsible for completing the SF 135 and forwarding it with the records. The SF 135 will be completed and forwarded according to AR 25-400-2 and the following instructions. SF 135s are available as fillable forms in both .pdf and .doc (MS Word) formats on the NARA Website at <ttp://www.archives.gov/frc/forms/sf-135-intro.html>. If it is impossible to create an SF 135, a plain sheet of paper can be used (legibly handwritten or typed). However, the same information required on the SF 135 should be placed on the plain sheet of paper:

        ∗ Item 1. Enter the address of the designated collection point.

        ∗ Item 2. Enter the name of the organization's RC.

        ∗ Item 3. Enter the name and telephone number of the RC.

        ∗ Item 4. Leave blank.

        ∗ Item 5. Enter the full unit address and include the unit identification code, name of the task force, and the operation.

º Electronic records transferred on diskettes, zip-disks, CDs, and other formats for transferring electronic records will be labeled with the unit name, type of records, month and year, and software application (for example: 1/99 Inf Bn, Daily SITREPs [situation reports] Feb 03, MS Word 00). The corresponding SF 135 should also describe the software and the version.

º Records will be separated and shipped according to subparagraph (transferring record) below.

- Transferring records. See the Quick Reference Guide at Appendix C for address information on each specific collection point. There are a number of designated collection points for specific types of records:

  º Electronic records may be transferred as e-mail attachments to the following e-mail addresses, as applicable:

      ∗ Unclassified records: <conops@conus.army.mil>.

      ∗ Classified records: Please contact <conops@conus.army.mil> for the classified e-mail address.

  º Hardcopy records (paper, maps, overlays, microfiche, microfilm, and so on) and electronic records on authorized electronic media may be mailed through the Military Postal System.

  º Classified records, hardcopy or electronic, that are to be shipped will be sent by registered DOD official mail according to the instructions for handling classified material in AR 380-5.

  º Many organizations communicate and pass record information through Web information centers (WICs). In the WIC environment, very few paper record or records on approved removable media exist:

      ∗ Record information posted on a WIC must be captured and preserved routinely; however, the collection process must not place an additional burden on the owning unit. To prevent this burden, Web masters should incorporate collection and preservation procedures to these Websites as they are built. For instance, copies of SITREPS, OPORDS, FRAGOs, and so on posted on these sites should be automatically saved to a separate drive/directory. The records on these drives/directories would then be transmitted (and copied to approved removable media) to the appropriate collection point for preservation on a regularly scheduled (monthly) basis.

      ∗ Organization information management officers at the corps-/division-/brigade-/battalion-level and area support group directors of information management will coordinate directly with

corps-/division-/brigade-/battalion-level operations and plans and intelligence officers to establish the procedures for the monthly collection of record information.

## Appendix B

## After-Action Review Template

1. Report cover page:

Classification

Preparing Headquarters or Organization

Location of Report Preparation

Date of Preparation

Report Title

(Example: Final Report of 3d ACR Operations in Operation Iraqi Freedom [OIF])

Period Covered: (Date to Date)

2. Preface or foreword signed by commander.

3. Table of contents: This template serves as an excellent guide to what a commander should cover in his unit's after-action review (AAR). The AAR provides tactics, techniques, and procedures (TTP) and lessons learned for dissemination to the Army. CALL archives the AAR and through its Website makes it available to units preparing for combat operations in OIF or Operation Enduring Freedom. Start the AAR with the warfighting functions and other topic areas of interest using the issue, discussion, and recommendation format. Some topics frequently highlighted in previous AARs include the following:

- Influence and engagement operations TTP.

- Reconnaissance and surveillance planning and execution.

- Air-ground operations.

- Contracting.

- Commander's Emergency Response Program.

- Patrol base and combat outpost TTP.

- Civil affairs.

- Detainee operations.

- Counter improvised explosive device operations.

- Convoy and route security operations.

- Special forces' integration.

- Counterinsurgency planning and execution.

- Aviation operations.

- Close air support.

- Governance and economics.

4. Executive summary and chronology of significant events:

- Include specific dates of mission notification; period of predeployment training; advanced echelon and main body deployment; reception, staging, integration, and onward movement (RSOI); deployed operations in theater; and dates of any major named unit operations.

- Include numbers of Soldiers deployed and deployment modification table of organization and equipment.

- Summarize casualty information for period of deployment.

- Briefly overview highlights of predeployment, deployment, and redeployment.

- Include any unit highlights deemed important.

5. Task organization. Include any significant changes/dates as appropriate:

- Wiring diagram including attached units/elements and named task forces

- Relationship to higher headquarters and list of subordinate elements

6. Predeployment phase (with dates):

- Predeployment issues, discussions, and recommendations

- Unit's training focus

- What should have been accomplished during predeployment that was not accomplished?

- What was helpful to know when planning the deployment? What did you wish that you had?

- Discuss staff estimates; logistics; or personnel shortages, if appropriate

- Discuss planning for rear detachment operations during deployment, if appropriate

7. RSOI (with dates):

- RSOI issues, discussions, and recommendations

- Assessment of training effectiveness

- Orders and fragmentary orders (FRAGOs) index

8. Operations phase (with dates):

- Overview

- Summary of tactical and mission operations

- Address by warfighting functions using issue, discussion, and recommendation

- Address effects management (nonlethal weapons, information operations, public affair office, etc.)

- Unit participation in named operations

- Discuss issues deemed most critical by the commander

- Other issues, discussion, and recommendations

- What was the single greatest success and the single greatest shortcoming or challenge from the unit's perspective?

- Orders and FRAGOs index

9. Relief in place/transfer of authority (with dates):

- Discuss planning and overlap and any issues, discussions, lessons, recommendations

- Orders and FRAGOs index

- List or discuss key discussion topics between outgoing and incoming organizations

Include (either here or as an Appendix) any standing operating procedures, TTP, or checklists if they were useful.

10. Redeployment activities:

- Overview dates of personnel and equipment redeployment

- Highlight planning guidance either developed or received from higher headquarters

- Discuss redeployment issues, observations, lessons, and recommendations

- Cover the how and what; e.g., How long did redeployment take? What was salvaged or destroyed (battle losses and personnel losses—killed in action, wounded in action, missing in action, and Soldiers classified as duty status whereabouts unknown)during the unit's time on station?

- Orders and FRAGOs index

- Include (either here or as an Appendix) any list of instructions, TTP, or checklists developed

11. Post-deployment activities:

- Discuss redeployment issues, observations, lessons, and planning.

- Discuss combat stress planning and reintegration activities.

- Discuss plans and priorities used in reconstituting and resetting the unit.

12. Provide an index/listing of all mid-tour and final unit AAR products, significant command briefings, or reports published separately:

- Include classification, titles, and distribution/disposition of such reports.

- Include a staff point of contact or section for follow-up coordination.

13. Distribution (of this report).

14. Appendices (as appropriate):

- Each named operation or major event

- Supporting details, observations, issues, or recommendations to any area mentioned briefly in base report

- Particularly useful TTP or unit products developed

- Predeployment site survey information

- Rear detachment operations

# Appendix C

## Useful References

Center of Military History (CMH):

- Army Regulation (AR) 870-5 (*Military History: Responsibilities, Policies, and Procedures*), 21 Sep 07,
  <http://www.army.mil/usapa/epubs/870_Series_Collection_1.html>

- AR 870-20 (Army Museums, Historical Artifacts, and Art), 11 Jan 99,
  <http://www.army.mil/usapa/epubs/870_Series_Collection_1.html>

- Field Manual 1-20, *Military History*, Feb 03,
  <http://www.army.mil/usapa/doctrine/12_Series_Collection_1.html>

- CMH, *Organizational History*, 1999,
  <http://www.history.army.mil/html/forcestruc/ohpam.html>

- Stephen, J. Lofgren, CMH, *U.S. Army Guide to Oral History*, 2006,
  <http://www.history.army.mil/books/oral.htm>

Records Management and Declassification Agency (RMDA):

- AR 25-400-2 (*The Army Records Information Management System [ARIMS]*), 2 Oct 07,
  <http://www.army.mil/usapa/epubs/pdf/r25_400_2.pdf>

- Department of the Army Pamphlet 25-403 (*Guide to Recordkeeping in the Army*), 11 Aug 08,
  <http://www.army.mil/usapa/epubs/25_Series_Collection_1.html>

Center for Army Lessons Learned (CALL):

- AR 11-33 (*Army Lessons Learned Program [ALLP]*), 17 Oct 06,
  <http://www.army.mil/usapa/epubs/11_series_collection_1.html>

- CALL Handbook 06-5, *Center for Army Lessons Learned (CALL) Services*, Feb 06, <https://call2.army.mil/index.asp>

## PROVIDE US YOUR INPUT

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## PROVIDE TACTICS, TECHNIQUES, AND PROCEDURES (TTP) OR SUBMIT AN AFTER-ACTION REVIEW (AAR)

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

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

**NIPR Email address: call.rfimanager@conus.army.mil**

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

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### COMBINED ARMS CENTER (CAC)
### Additional Publications and Resources

The CAC home page address is:

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**Battle Command Knowledge System (BCKS)**

BCKS supports the online generation, application, management, and exploitation of Army knowledge to foster collaboration among Soldiers and units in order to share expertise and experience, facilitate leader development and intuitive decision making, and support the development of organizations and teams. Find BCKS at <http://usacac.army.mil/CAC/bcks/index.asp>.

**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/CAC/CAL/index.asp>.

**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/CAC/csi/RandP/CSIpubs.asp>.

## Combined Arms Center-Training: The Road to Deployment

This site provides brigade combat teams, divisions, and support brigades the latest road to deployment information. This site also includes U.S. Forces Command's latest training guidance and most current Battle Command Training Program Counterinsurgency Seminars.

## 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.usapa.army.mil> or 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 G-2. 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/recent.htm> or <http://fmso.leavenworth.army.mil/products.htm>.

## Military Review (MR)

MR is a refereed 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.leavenworth.army.mil/CAC/milreview>.

## 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 Threats at <https://dcsint-threats.leavenworth.army.mil/default.aspx> (requires AKO password and ID).

## United States Army Information Operations Proponent (USAIOP)

USAIOP is responsible for developing and documenting all IO requirements for doctrine, organization, training, materiel, leadership and education, personnel, and facilities; managing the eight personnel lifecycles for officers in the IO functional area; and coordinating and teaching the qualification course for information operations officers. Find USAIOP at <http://usacac.army.mil/CAC/usaiop.asp>.

## U.S. Army and Marine Corps Counterinsurgency (COIN) Center

The U.S. Army and Marine Corps COIN Center acts as an advocate and integrator for COIN programs throughout the combined, joint, and interagency arena. Find the U.S. Army/U.S. Marine Corps COIN Center at: <http://usacac.army.mil/cac2/coin/index.asp>.

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

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