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PROGRAM**

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This publication implements Air Force Policy Directive (AFPD) 10-13, *Air Force Doctrine and Lessons Learned*. It provides guidance for the Air Force Lessons Learned Program to include developing standards for major activities under the Air Force Lessons Learned Process. It covers all activities associated with lessons learned support for operations, exercise, experiment, and wargame after action reports as well as other lessons learned activities. This instruction guides Air Force positions to the Joint Lessons Learned Program and the joint community on lessons learned matters. This instruction applies to all Air Force military, civilian, and contractor personnel, including the Air Force Reserve and Air National Guard. This Air Force Instruction (AFI) may be supplemented by Air Force Major Commands or other subordinate levels, but needs

to be coordinated with the LeMay Center Directorate of Air Force Lessons Learned prior to approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility using the Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication Office of Primary Responsibility for non-tiered compliance items.

(AFRC) AFI 10-1302, *Air Force Lessons Learned Program* is supplemented as follows: It provides Air Force Reserve Command guidance and procedures to be used in conjunction with the basic instruction. It applies to all AFRC units and personnel. This publication does not apply to the Air National Guard. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor’s commander for non-tiered compliance items. Unless otherwise noted, AFRC/A9 Director (Tier 2) is the waiver authority to policies contained in this Instruction. Submit waiver requests for AFRC/A9 Director’s consideration through HQ AFRC/A9R. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through Major Command (MAJCOM) publications/forms managers. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. This publication may be supplemented at any level, but all Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Supplementary guidance (which includes supplements and separate publications) cannot be less restrictive than the parent publication, but it can be more restrictive. Supplementary guidance cannot contradict the parent publication IAW AFI 33-360 paragraph 6.5.6.6.1.

SUMMARY OF CHANGES

This document is substantially revised and should be completely reviewed. The revision aligns the Air Force Lessons Learned program from Headquarters United States Air Force A9, *Studies, Analyses, and Assessments* (AFPD 90-16), to Headquarters United States Air Force A3, *Operations, Plans, and Requirements* (AFPD 10-13), due to the Headquarters United States Air Force reorganization effective 1 October 2014. The revision is more closely aligned with the

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3150.25G, *Joint Lessons Learned Program*. Clarification has been made to **Chapter 8** for the role of 25th Air Force's (formerly Air Force Intelligence, Surveillance, and Reconnaissance Agency) system management of the Joint Worldwide Intelligence Communications System (JWICS) Joint Lessons Learned Information System. Additionally, the results from the Headquarters United States Air Force Information Management compliance assessment review of the lessons learned program have been incorporated.

(AFRC) This document has been substantially revised and needs to be completely reviewed. Major changes include: Identifies purpose of the Lessons Learned Board and the Lessons Learned Working Group, removing the review of Innovation Ideas from these forums (paragraphs **2.2.2.12.1** – **2.2.2.12.2**); identifies roles and responsibilities for HQ AFRC Directorates, Special Staffs, Direct Reporting Units, and AF/REP and AF REX (paragraphs **2.2.2.12.3.1** – **2.2.2.12.3.4**); and identifies roles and responsibilities of the Lessons Learned Functional Area Representative and AFRC Process Manager (paragraphs 2.2.2.12.4.1 – **2.2.2.12.4.10**).

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Chapter 1

PROGRAM OVERVIEW

1.1. Overview. This publication establishes guidance and procedures for the Air Force Lessons Learned Program.

1.2. Purpose. The Air Force Lessons Learned Program exists to enhance readiness and improve combat capability by capitalizing on the experiences of Airmen. A lesson learned is an Observation that, when validated and resolved, becomes an evaluated insight resulting in an improvement in military operations or activities at the strategic, operational, or tactical level. It results in long-term, internalized change to an individual or an organization. Coupling lessons learned with concept development, experiments, and analysis should also assist senior leaders in programming, budgeting, and allocating resources as well as making changes to doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. A lessons learned Observation is not a compliance “report card” nor is it automatically accepted and implemented without the scrutiny of functional experts. A lesson learned is also not “owned” by any one organization. Rather, the mandate for all organizations participating in the Air Force Lessons Learned Program is to coordinate activities and collaboratively exchange Observations and Lessons Identified for the benefit of the total Air Force mission.

1.3. Joint Lessons Learned Program. The Joint Lessons Learned Program is governed by CJCSI 3150.25G. In support of the Joint Lessons Learned Program, the Air Force Lessons Learned Program will:

1.3.1. Provide and maintain Joint Lessons Learned Program support for Air Force-specific tactical, operational and strategic level lessons. **(T-0)**

1.3.2. Submit Lessons Identified that affect the joint community or requiring joint Resolution to the Joint Staff. **(T-0)**

1.4. LeMay Center Directorate of Air Force Lessons Learned will:

1.4.1. Represent the Air Force to the Joint Staff and the Joint Lessons Learned Program community on Joint Lessons Learned Program matters except when the Joint Lessons Learned Program matter only applies to a specific Unified Combatant Command. **(T-0)** Air Force matters only applying to a specific Unified Combatant Command are represented by the United States Air Force Component to that Unified Combatant Command.

1.4.2. Provide personnel and technical expertise to document Lessons Identified, analyze causation and impact, train Collection team subject matter experts as able, and coordinate Air Force subject matter expert’s participation in Joint Lessons Learned Program activities. **(T-0)**

1.4.3. Track and coordinate joint Lessons Identified within the Air Force Lessons Learned Program. **(T-0)**

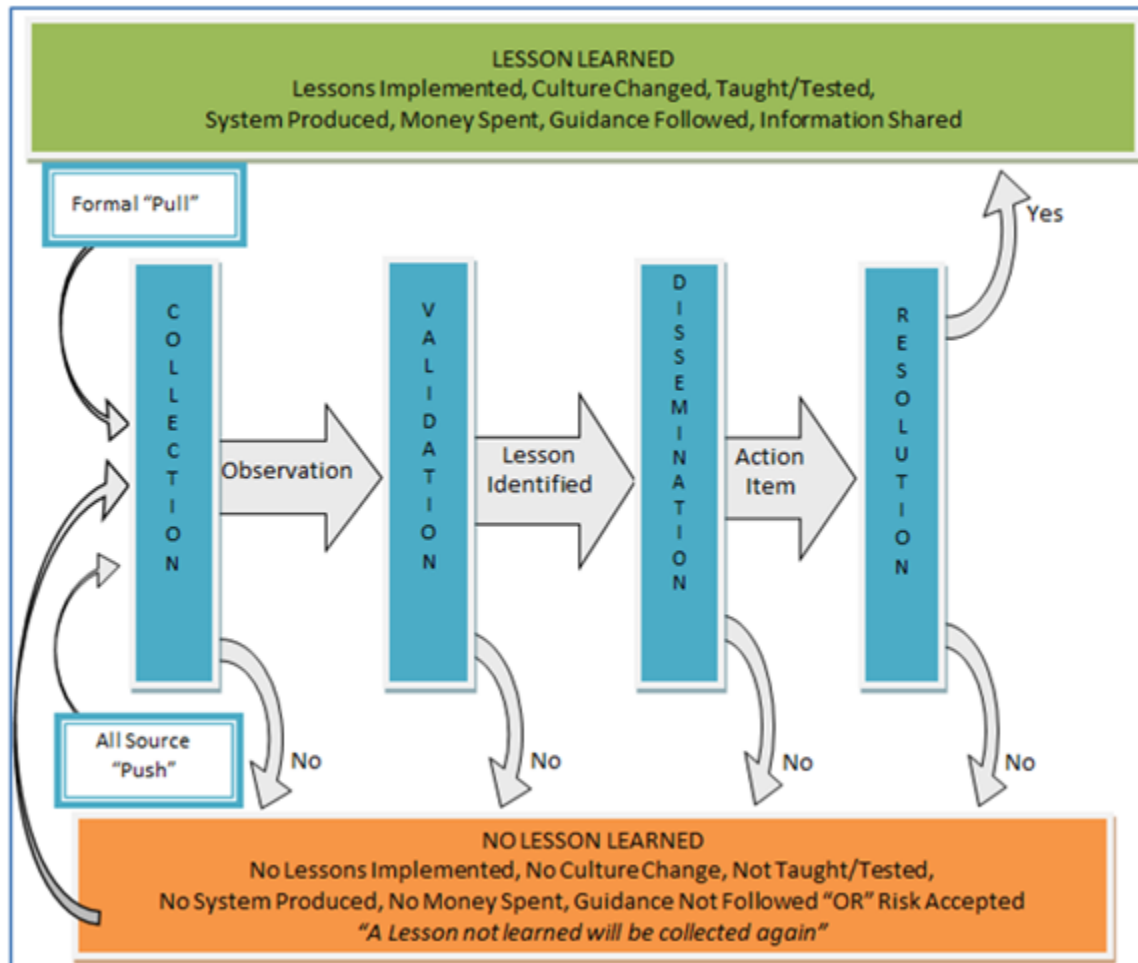
1.5. Joint Capabilities Integration and Development System Integration. Lessons learned involvement and participation in the Joint Lessons Learned Program includes:

1.5.1. Monitoring joint lessons learned products to include the Joint Capabilities Integration and Development System and Joint Staff Action Processing systems.

1.5.2. Assisting Headquarters United States Air Force and Major Command offices with Joint lessons learned submissions and Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy Change Request development.

1.5.3. **Air Force Lessons Learned Process.** The Air Force Lessons Learned Process involves four distinct components; Collection, Validation, Dissemination and Resolution. These components will be further discussed in [chapters 3-6](#). [Figure 1.1](#) depicts the Air Force Lessons Learned Process.

Figure 1.1. Air Force Lessons Learned Process.



1.5.4. Collection. Collection is the method by which Observations initially enter the Air Force Lessons Learned Program. In an Air Force learning culture, every Airman can contribute to the Air Force Lessons Learned Program. For more detail go to [Chapter 3](#).

1.5.5. Validation. Validation consists of review by a staff functional and/or operational expert to confirm an Observation has identifiable lessons to be processed through the Air Force Lessons Learned Program. Once validated, an Observation becomes a Lesson Identified and represents a matter (e.g., capability, concept, process, or procedure) to be sustained, improved, or developed. For more detail go to [Chapter 4](#).

1.5.6. Dissemination. Dissemination is the communication and distribution of Lessons Identified to organizations, decision makers, and Airmen in time for them to make more informed decisions. Means include, but are not limited to, publication of lessons learned reports, the use of the Joint Lessons Learned Information System databases, educational curriculum, senior leader briefings, transfer of Joint Lessons Learned Information System entries to lower or higher echelon lessons learned offices, and lessons learned bulletins. For more detail go to [Chapter 5](#).

1.5.7. Resolution. Resolution is a process that ensures Lessons Identified become Lessons Learned and are implemented and not forgotten or ignored. Lessons Identified are staffed for action and tracked to closure. Tracking Lessons Identified continues throughout the life cycle of a validated Observation. For more detail go to [Chapter 6](#).

1.5.8. Identified lessons learned offices will establish procedures to resolve Lessons Identified and accomplish issue Resolution actions taken by Office of Primary Responsibility. **(T-3)** Lessons learned offices will ensure periodic updates are annotated in the Joint Lessons Learned Information System. **(T-3)** Until Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy changes from a Lesson Identified are implemented and become a Lesson Learned, Offices of Primary Responsibility and lessons learned offices will observe corrective actions and be vigilant for similar repeat Observations. **(T-3)**

1.5.9. The lessons learned process is not intended to bypass the chain of command. A structured process is in place to review Observations by appropriate Joint Lessons Learned Information System T-1 Administrators, T-2 Command Lesson Managers, and functional subject matter experts. For more detail go to [Chapter 8](#).

1.5.10. Due to their different mission and responsibilities, lessons learned functions may not be combined in the same office with Historians and/or Inspector General and/or standardization and evaluation functions. **(T-1)** Whereas the Inspector General and standardization and evaluation functions are tasked to provide an objective “report card” on organizational compliance, lessons learned functions are collaborative partnerships to capture and share lessons. For similar reasons, the lessons learned program may not be combined with the Safety function at any echelon. **(T-1)** However, Lessons Identified in both Inspector General, Safety, and History functions should, when possible, be sent to the Air Force Lessons Learned Community.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. The LeMay Center Commander:

2.1.1. Oversees the Air Force Lessons Learned Program and the Air Force's participation in the Joint Lessons Learned Program.

2.1.2. Serves as the chief lessons learned advisor to the Secretary of the Air Force and the Chief of Staff of the Air Force.

2.1.3. Ensures the Air Force Lessons Learned Program meets the goals of United States Air Force leadership and the needs of Airmen and commanders at all levels.

2.1.4. Approves annual Air Force Lessons Learned Collection focus areas as endorsed by the Chief of Staff of the Air Force.

2.1.5. Requests each Headquarters United States Air Force 2-letter office (Secretariat and Air Staff) identify a point of contact for the Air Force Lessons Learned Program and address their Observations through the Air Force Lessons Learned Process.

2.1.6. The LeMay Center Directorate of Air Force Lessons Learned:

2.1.6.1. Serves as the Office of Primary Responsibility for the Air Force Lessons Learned Program. Provides guidance and establishes processes for the Air Force Lessons Learned Process to include developing standards for major activities under the Air Force Lessons Learned Process.

2.1.6.2. Provides an orientation on lessons learned Collections and the Joint Lessons Learned Information System. These orientations are available on a request basis for the development of members of the Air Force Lessons Learned community. For more detail go to [Chapter 7](#).

2.1.6.3. Manages the Air Force Joint Lessons Learned Information System on behalf of the Air Force. The Air Force Lessons Learned Directorate ensures Air Force personnel have ready access to these lessons learned processes and information through the Joint Lessons Learned Information System.

2.1.6.4. Assists Air Force organizations in performing lessons learned activities.

2.1.6.5. Addresses Lessons Identified forwarded by subordinate lessons learned organizations and Observations submitted by the Headquarter United States Air Force staff. Tracks Air Force-level Lessons Identified through the Resolution process and assists information crossflow between offices of primary responsibility and offices of collateral responsibility working their implementation.

2.1.6.6. Provides lessons learned inputs to Headquarters United States Air Force corporate processes. Additionally, the Directorate provides the Air Force position to the Joint Lessons Learned Program and advises the joint community on lessons learned matters.

2.1.6.7. Collects Headquarters United States Air Force-level Lessons Identified from exercises and contingency operations to support current and future warfighters.

2.1.6.8. Accomplishes lessons learned studies and Collection activities, in cooperation with other research and Collection efforts, on specific topics/events as instructed by senior United States Air Force leadership. Implements the annual LeMay Center Focus Area lessons learned Collection plan as endorsed by the Chief of Staff of the Air Force.

2.1.6.9. Integrates lessons learned with the Joint Staff, other Service, and non-Department of Defense government agencies. Integrates lessons learned activities and processes across the Total Force to synchronize Collections and disseminate information quickly.

2.1.6.10. Analyzes lessons learned content produced by other members of the lessons learned community, other government organizations, and research agencies to extract lessons applicable to Air Force operations not previously reported and/or acted upon. Disseminates this analysis to targeted Air Force organizations and through posting in Joint Lessons Learned Information System.

2.1.6.11. Reviews after action reports and any Collection reports to extract and act upon any Lessons Identified not previously reported and or acted upon. Disseminates this analysis to targeted Air Force organizations and through posting in Joint Lessons Learned Information System.

2.2. Major Commands, Forward Operating Agency, Direct Reporting Units, United States Air Force Components.

2.2.1. Major Commands, Forward Operating Agency, Direct Reporting Units, United States Air Force Components will designate an organization as lead for lessons learned activities. **(T-3)**

2.2.2. The Major Command/Forward Operating Agency/Direct Reporting Units/United States Air Force Components lessons learned organization will:

2.2.2.1. Serve as Office of Primary Responsibility for the lessons learned program. **(T-3)**

2.2.2.2. Ensure lessons learned Collection processes are established and implemented. **(T-3)** Ensure organizations add a Joint lessons Learned Information System review for any applicable lessons learned to unit coordination and approval processes. **(T-3)** Ensure lessons learned Collection reports and after action reports are posted in the Joint Lessons Learned Information System and Lessons Identified are addressed for major operations, contingencies, key exercises, experiments, and other significant events and topics identified by leadership. **(T-3)**

2.2.2.3. Ensure Observations and after action reports are entered into the Joint Lessons Learned Information System no later than 30 days after the event. **(T-3)**

2.2.2.4. Establish a process to validate Observations and share lessons learned products' Lessons Identified with other Major Commands, Numbered Air Forces, and lower echelons through the Air Force Lessons Learned Program. **(T-3)**

2.2.2.5. Elevate to the LeMay Center Directorate of Air Force Lessons Learned any Lessons Identified with implications across the Air Force or that are beyond the scope of the organization's authority to address. **(T-3)**

2.2.2.6. Ensure United States Air Force Components to a Unified Combatant Command participate in both the Air Force Lessons Learned Process and in the Unified Combatant

Command's lessons learned process (as the air component). These roles overlap as Air Force organizations may have an interest in operational lessons originating in other areas of responsibility and the Unified Combatant Command may have an interest in Air Force initiatives that can improve operations in that theater.

2.2.2.7. Facilitate the expedient up-channeling of after action reports and Lessons Identified through the Air Force Lessons Learned Process and the Unified Combatant Command's lessons learned process, as appropriate. **(T-3)**

2.2.2.8. Represent their organization's participation in, or provide input to the LeMay Center Directorate of Air Force Lessons Learned for lessons learned activities. **(T-3)**

2.2.2.9. Participate with Headquarters United States Air Force, Major Command, Joint, and Interagency lessons learned activities. **(T-3)**

2.2.2.10. Work with Major Commander/Forward Operating Agency/Direct Reporting Unit/United States Air Force Component Air Staff and special staff planning teams to incorporate applicable lessons to support the full spectrum of military operations. **(T-3)**

2.2.2.11. Share on a Bi-quarterly basis Fiscal Year plans, schedules, and activities via the Headquarters United States Air Force Lessons Learned Community Calendar on the Joint Lessons Learned Information System Collection Analysis Plans webpage (<https://www.jllis.mil/apps/index.cfm?do=Collectionplan:main>) or Air Force Lessons Learned organization email (LEMAYCENTER.LL.Workflow.1@us.af.mil) and provide updates as they are available. **(T-3)**

2.2.2.12. **(Added-AFRC)** AFRC will implement Lessons Learned through the following:

2.2.2.12.1. **(Added-AFRC)** The Lessons Learned Board: The primary purpose of the board is to promote a culture of Lessons Learned in the AFR, and to provide leadership oversight of the AFR Lessons Learned process. The board, chaired by the AFRC/CC, will meet as required, either face-to-face or virtually. AFRC/A9R facilitates this meeting. Board members are: HQ AFRC Directorates and Special Staff, Numbered Air Force/CCs, Direct Reporting Unit/CCs, and AF/REX/REP. Board members serve as the closure authorities for respective lessons within their functional area.

2.2.2.12.2. **(Added-AFRC)** The Lessons Learned Working Group: The primary purpose of the working group is to assist the Lessons Learned Board in implementing the AFR Lessons Learned process. The working group, chaired by AFRC/A9R, meets monthly as needed, face-to-face or virtually. AFRC/A9R facilitates this meeting. Working group members are Functional Area Representatives appointed by HQ AFRC Directorates and Special Staff, Numbered Air Force/CCs, Direct Reporting Unit/CCs, and AF/REX/REP. The Lessons Learned Working Group recommends functional assignment of new observations.

2.2.2.12.3. **(Added-AFRC)** HQ AFRC Directorates and Special Staffs, Direct Reporting Unit Commanders, and AF/REP and AF/REX roles and responsibilities:

2.2.2.12.3.1. **(Added-AFRC)** Appoint a Lessons Learned Primary and Alternate Functional Area Representative to the Lessons Learned Working Group **(T-3)**.

2.2.2.12.3.2. **(Added-AFRC)** Assign new observations to the appropriate OPR for validation, provide Subject Matter Expert analysis for Lessons Identified,

provide periodic status updates, and oversee the resolution process. The authority resides with the owning HQ AFRC Director/Direct Reporting Unit Commander for approving closure when resolved.

2.2.2.12.3.3. **(Added-AFRC)** Identify AFRC participation in Joint, AFLL, AFRC, or other MAJCOM collections, as appropriate.

2.2.2.12.3.4. **(Added-AFRC)** Review and coordinate reports from Joint, AFLL, AFRC, or other MAJCOMs that could impact AFR equities or may require AFRC action.

2.2.2.12.4. **(Added-AFRC)** Lessons Learned Functional Area Representative and AFRC Process Manager roles and responsibilities:

2.2.2.12.4.1. **(Added-AFRC)** Serve as lead OPR and advisor for all Lessons Learned activities within their respective organization.

2.2.2.12.4.2. **(Added-AFRC)** Provide Lessons Learned Program Management for their organization, to include review and validation of observations, assignment, tracking and reporting of lessons until closure, and entry of the Lessons Learned in the Joint Lessons Learned Information System.

2.2.2.12.4.3. **(Added-AFRC)** Advise and educate personnel on the Lessons Learned program and use of the Joint Lessons Learned Information System.

2.2.2.12.4.4. **(Added-AFRC)** Establish a Joint Lessons Learned Information System account in NIPRNET, and SIPRNET as required. Process Managers serve as the Administrator for the Tier website of their organization.

2.2.2.12.4.5. **(Added-AFRC)** Enter Lessons Identified into JLLIS, to be resolved at the local level or elevated to the next level.

2.2.2.12.4.6. **(Added-AFRC)** Provide advice and assistance to Directors/Commanders for the preparation of After Action Reports. Ensure reports from major operations, contingencies, key exercises, experiments and other significant events are uploaded into Joint Lessons Learned Information System under the Document/File Library tab. Review After Action Reports and enter applicable Lessons Identified into JLLIS.

2.2.2.12.4.7. **(Added-AFRC)** Conduct Lessons Learned collections on specific topics/events as directed.

2.2.2.12.4.8. **(Added-AFRC)** Coordinate AFRC participation in Joint, AFLL, AFRC, or other MAJCOM collections, as appropriate.

2.2.2.12.4.9. **(Added-AFRC)** Forward Lessons Learned Collection Reports and Special Bulletins to stakeholders within the organization, review and extract AFRC Lessons Identified, and enter applicable lessons into JLLIS.

2.2.2.12.4.10. **(Added-AFRC)** Accomplish Request for Information data pulls to provide just-in-time Lessons Learned information. Proactively provide relevant Lessons Learned information to assist personnel for upcoming events or an impending crisis.

2.3. All Airmen.

2.3.1. All Airmen are encouraged to create an account on the Joint Lessons Learned Information System; this account will allow them to enter Observations that contain potential lessons learned into this system. The Joint Lessons Learned Information System is the program of record for the Department of Defense Joint Lessons Learned Program and the most appropriate way for capturing, communicating and disseminating lessons learned.

2.3.2. Individuals or organizations lacking access to the Joint Lessons Learned Information System website may use Air Force Forms 4329, *AF Observation, Issue, or Lessons Learned*, and 4330, *After Action Summary Report*, to record their Observations and e-mail them directly to the appropriate Numbered Air Force, Major Command, or LeMay Center Directorate of Air Force Lessons Learned. Both forms are available online at <http://www.e-publishing.af.mil>.

Chapter 3

COLLECTION

3.1. Purpose. Collection is the method by which Observations initially enter the Air Force Lessons Learned Process. Observations can be “pulled” into the process through formal lessons learned Collection efforts, or they can be “pushed” into the process by organizations, units, or individuals. In a learning culture, every Airman can contribute to the Air Force Lessons Learned Program by collecting Observations and submitting them into the Air Force Lessons Learned Process, either by inputting them into the Joint Lessons Learned Information System or by submitting an AF Form 4329 or AF Form 4330 to their lessons learned office T-1 site at the Major Command.

3.2. Types of Collections. Lessons Learned Collections are normally accomplished at the request of leadership or nominated by the lessons learned staff. Lessons learned staff notionally leads the directed Collection effort with inputs from subject matter experts, but they can serve as mentors for another organization’s Collection effort. Lessons Learned Collections capture the facts and participant Observations regarding a combat or non-combat event. The Collection can occur at the strategic, operational, and/or tactical level. There are three types of Lessons Learned Collections:

3.2.1. Event Collection. Captures the facts and participant Observations regarding a combat or non-combat event as it occurs. The Collection can occur at the strategic, operational, and/or tactical level. Examples include combatant commander exercises, such as TERMINAL FURY, or contingencies, such as Superstorm Sandy or Operation INHERENT RESOLVE. Event Collections may be accomplished two ways:

3.2.1.1. Participative Collection. The lessons learned staff performs two roles during the event. First, they participate in the unit’s operational battle rhythm, attend staff meetings, and/or provide real-time inputs to the commander’s planning and decision process. Second, the staff forms teams to collect data at the tactical, operational, and/or strategic levels. Large-scale operations, such as disaster relief operations, might involve teams from LeMay Center, Headquarters United States Air Force, Major Commands, Numbered Air Forces, other Services, and Unified Combatant Commands collecting data either independently or in concert based on goals. However, organizations involved should coordinate efforts to the maximum extent possible in order to minimize demands on units during ongoing operations.

3.2.1.2. Observational Collection. A lessons learned team records the organizational structures, processes, and resources used to accomplish a mission or event so that tacit knowledge gained during the event can be explicitly documented, stored, and retrieved for later use during similar events.

3.2.2. After-event Collection. Captures important best practices or issues. Reconstructs specific events or combat operations after the fact to gain a better understanding of the event’s successes and challenges. Air Force Lessons Learned Process allows an organization to capture historical events and share lessons gained from participants’ knowledge and experience, even though the Lessons Identified may already be resolved and no further actions

are needed. This can be done in coordination with historians and other researchers, but is not intended to duplicate their work.

3.2.3. **Topical Collection.** Focuses on a specific subject or cyclic processes (e.g., surveys, focus areas, etc.) based on an Air Force organization's desire to further examine or collect information about a specific topic.

3.3. Techniques and Tools. Lessons learned Collections can employ the full range of techniques and tools, tailored to the specific situation. Techniques and tools include direct observation, in-person interviews, commanders' exit interviews, surveys, database submissions by participants, after action reports, inspection results, data and database mining, and document capturing. Sharing of data between learning organizations is highly encouraged, especially via the Joint Lessons Learned Information System online database.

3.4. General Lessons Learned Collection Approach.

3.4.1. When possible, Collections should be coordinated in advance with involvement of lessons learned staff subject matter experts. Collections on many important events (e.g., combat operations, contingencies, etc.) are often conducted with little or no notice. Individuals consult with lessons learned staff on Collection techniques and should be prepared to apply them during the Collection.

3.4.2. Where possible, a lessons learned Collection within an organization's area of responsibility should be augmented as required by other lessons learned offices and subject matters experts. For most Collections, subject matter experts and functional area experts are better suited to observe and document employment of their respective processes.

3.4.3. The lessons learned office (at any level) normally leads Collection efforts. LeMay Center Directorate of Air Force Lessons Learned participation with other lessons learned organizations in Chief of Staff of the Air Force-directed/multiple service/joint Collections permits better access to senior leadership and documents broader perspectives.

3.5. Observation Submission Procedures.

3.5.1. Air Force Lessons Learned Process procedures standardize Observation submission and management at all Air Force echelons. Observation submission procedures consist of collecting Observations of events and operations, reviewing, and entering them into the Joint Lessons Learned Information System. Lower echelons need to address Observations at their level and forward those beyond their scope to the appropriate level.

3.5.2. Observation submission procedures apply to all units either conducting their routine missions or participating in contingencies and/or exercises (e.g., combat operations, humanitarian operations, base closures, peacekeeping operations, noncombatant evacuations, exercises, etc.).

3.5.3. Observations should flow from the reporting individual and agency to the reviewing office or functional expert and, if required, to the next higher level lessons learned office.

3.6. After Action Reporting.

3.6.1. After action reports are intended to help Airmen learn from experience to fight a smarter, more capable fight. The next Airmen to deploy, to participate in that exercise, to train for that type contingency, etc., should benefit from reports submitted by those who have gone

before. Timely submission of after action reports (and the individual Observations which comprise them) is a command responsibility. United States Air Force Component commanders, Air Expeditionary Task Force commanders, commanders of subordinate Air Expeditionary Task Force units, exercise/experiment directors, and other like commanders/directors will submit a unit-level after action report for the event (e.g., deployment, contingency, exercise, etc.) for which they are responsible. **(T- 3)** After action reports are posted in the Joint Lessons Learned Information System and accessible to all registered users.

3.6.2. Observations to be documented are those which have or can result in improvements in military operations at the strategic, operational, or tactical level. After action report Observations should describe how the mission could be/was improved, potential risks to mission degradation and how to mitigate those risks. After action reports are intended to be more than a summary or rollup of unit/tactical actions. Commanders/directors are not required to hold Observations until the end of an operation, exercise, or Air Expeditionary Force cycle for which the after action report will be produced. After action reports will be submitted as soon as practical to permit timely action. **(T-3)**

3.6.3. Commanders/directors will ensure after action reports for operations not supported by a continuing Air Expeditionary Forces cycle (i.e., contingencies and exercises) will be submitted to Higher Headquarters no later than 45 days (for Air Reserve Component units 60 days) after the end of the event unless otherwise directed. **(T-3)**

3.6.4. Owning organizations need to review after action reports to pull Observations for processing through the Air Force Lessons Learned Process and post after action reports to the Joint Lessons Learned Information System. Lessons Identified during this review are entered into the Joint Lessons Learned Information System and disseminated to the appropriate Office of Primary Responsibility for information and Resolution. **(T-3)**

Chapter 4

VALIDATION

4.1. Purpose. Validation consists of review by staff functionals and/or operational experts to confirm an Observation contains an identifiable lesson to be processed through the Air Force Lesson Process. Validation gets to Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy root causes of the Observation. It ensures accuracy, applicability, and completeness, and activates the Observation into the Joint Lessons Learned Information System. Once validated, an Observation becomes a Lesson Identified and represents a matter (e.g., capability, concept, process, procedure) to be sustained, improved, or developed; or a capability shortfall requiring corrective action. A Lesson Identified contains a better way to accomplish a mission or task for learning by a broader community.

4.2. Validation Authority (Staff Functional and/or Operational Subject Matter Expert).

4.2.1. The Validation authority has a key role in the Air Force Lessons Learned Process. Validation authorities will:

4.2.1.1. Review Observations for accuracy, applicability and completeness. If Observations do not meet these criteria, Validation authorities contact the originator for further clarification. **(T-3)**

4.2.1.2. Determine if an Observation had previously been addressed. If the Observation duplicates previous Observations, it needs to be manually linked in the Joint Lessons Learned Information System with the previous Observations. **(T-3)**

4.2.1.3. Determine the applicable guiding documents (e.g., statute, Department of Defense, or AFI). **(T-3)**

4.2.1.4. Analyze Observations for root causes to determine Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy actionable areas. **(T-3)**

4.2.1.5. Submit Observations to the appropriate subject matter experts for evaluation. Once the subject matter expert confirms the Observation's validity, it is processed as a Lesson Identified. Inspector General, Historian, or standardization and evaluation offices may not be appointed as the evaluation agency. **(T-3)**

4.2.1.6. Ensure Lessons Identified are returned to the originating Joint Lessons Learned Information System T-1 Administrator and/or T-2 Command Lessons Manager for Dissemination to issue Resolution offices of primary responsibility. **(T-3)**

4.2.1.7. Forward Lessons Identified intended for the Headquarters United States Air Force staff through the Joint Lessons Learned Information System to LeMay Center Directorate of Air Force Lessons Learned. **(T-3)**

4.2.1.8. Inform the chain of command as to status of Observations submitted to higher level lessons learned offices. **(T-3)**

4.2.2. Validation subject matter experts may be instructors, staff functionals, career field functional managers, commanders, senior Air Force leaders, or reside within lessons learned offices.

4.2.3. Lessons Identified deemed as time-critical and/or mission-critical should be concurrently disseminated to other potentially interested organizations and individuals where mission impact may occur.

Chapter 5

DISSEMINATION

5.1. Purpose. Dissemination is the distribution of Lessons Identified to organizations for action, along with making lessons available for wider use. The goal of Dissemination is to get lessons to decision makers when needed to make more informed decisions.

5.1.1. Lessons may be disseminated through tasks, briefings, bulletins, reports, professional military curriculum, training courses, or database entries, such as Joint Lessons Learned Information System.

5.1.2. An Office of Primary Responsibility is tasked to either resolve to close a Lessons Identified requiring Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy action/changes or ensure Lessons Identified requiring wider Dissemination are appropriately promulgated.

5.2. Dissemination Techniques.

5.2.1. The guiding principle in executing a Dissemination strategy is to get the right information to the right person at the right time. Dissemination of Lessons Identified to individuals or organizations may be solicited or unsolicited. Techniques for either type of Dissemination encompass both “push” and “pull” methodologies.

5.2.1.1. “Push” methodologies transmit lessons proactively to identified recipients. In this case, lessons learned specialists identify target audiences for Dissemination. Examples of when to “push” Lessons Identified are when assisting planning staffs during emerging situations (e.g., exercises, experiments, contingencies, relief operations, etc.), assisting Headquarters staffs with Planning, Programming, Budgeting, and Execution decisions, and when sending completed lessons learned documents such as after action reports to identified audiences via a subscription service. Push solicited information when responding to a Request for Information. In this case, lessons learned specialists may push relevant lessons on the particular event or topic to the requesting party.

5.2.1.2. “Pull” methodologies allow individuals to retrieve lessons by conducting Joint Lessons Learned Information System queries or by researching and retrieving published lessons learned reports and bulletins.

5.2.2. Other Dissemination processes may already exist within lower echelons or functional communities. Examples include the Tactics Review Board process and the Maintenance Quality Assurance flash process. Integration of Lessons Identified provides a mechanism to integrate the Air Force Lessons Learned Process with lower echelon processes.

5.2.3. Although Dissemination activities may be conducted using different approaches, the basic process step of identifying action items takes place for each Lesson Identified before submittal to the Resolution processes or inclusion in publications, reports, summaries, briefings, and analyses.

Chapter 6

RESOLUTION

6.1. Purpose. During the Resolution process, Lessons Identified are tracked to ensure they become a Lessons Learned and are not forgotten or ignored. Resolution ensures they are staffed for action (Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy changed), captured in the Joint Lessons Learned Information System (or appropriate documents), and tracked to closure. Tracking Lessons Identified is a process that occurs throughout the life cycle of a validated Observation. Resolution has three main objectives:

6.1.1. Enhance the Air Force's and the joint community's ability to learn from the conduct of operations across the levels of warfare, training activities, exercise events, and other activities.

6.1.2. Enhance warfighting capabilities by documenting potential solutions across Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy approaches and implementation decisions.

6.1.3. Support Air Force senior leaders' decision making.

6.2. Tracking Issue Resolution. Tracking Issue Resolution ensures Lessons Identified are worked to closure. Tracking Issue Resolution documentation establishes accountability for Resolution, monitors Resolution actions to closure, and provides a means of disseminating Lessons Identified.

6.2.1. LeMay Center Directorate of Air Force Lessons Learned will:

6.2.1.1. Maintain a crossflow of Lessons Identified between the Headquarters United States Air Force, Services, Joint Staff, Unified Combatant Commands and other government organizations.

6.2.1.2. In conjunction with subject matter experts and subordinate lessons learned offices, track the status of Air Force Lessons Identified transferred to the Joint Lessons Learned Program. Tracking and coordination are essential for lessons with programmatic implications.

6.2.1.3. Provide orientation on Tracking Issue Resolution including the use of the Joint Lessons Learned Information System for all Headquarters United States Air Force organizations. The orientation includes techniques on integrating lessons into staff/organization plans and operations as well as coordination of lessons between Joint Lessons Learned Information System Major Command T-1 Sites.

6.2.2. Major Command/Forward Operating Agency/Direct Reporting Units/United States Air Force Components will:

6.2.2.1. With the support of their respective Major Command/Forward Operating Agency/Direct Reporting Units/United States Air Force Component lessons learned organization, convene a recurring review board to track the status of lesson actions deemed critical to the organization. **(T-3)** These items may include, but are not limited to, items identified to the Joint Lessons Learned Program. Active management of action items is essential for lessons with operational and programmatic implications.

6.2.2.2. Track the status of Lessons Identified to the Joint Lessons Learned Program and the organization's critical lesson action items identified to the Major Command/Forward Operating Agency/Direct Reporting Units/United States Air Force Component. **(T-3)** Tracking and coordination are essential for lessons with programmatic and operational implications.

6.2.2.3. Provide guidance/orientation on organizationally developed Tracking Issue Resolution processes including the use of the Joint Lessons Learned Information System for their respective organizations. **(T-3)** Guidance/orientation includes techniques on integrating lessons into staff/organization plans and operations as well as coordination of lessons between Joint Lessons Learned Information System Numbered Air Force/Wing/Center/Forward Operating Agency/Direct Reporting Unit T-2 Command Lessons Managers.

6.2.3. Numbered Air Force/Center/Unit Lessons Learned Organizations will:

6.2.3.1. Maintain a cross-flow of Lessons Identified within their command/functional community. **(T-3)**

6.2.3.2. Track the status of Numbered Air Force/Center/Unit Lessons Identified to the Joint Lessons Learned Program. Tracking and coordination are essential for lessons with programmatic implications. **(T-3)**

6.2.3.3. Provide guidance/orientation on organizationally developed Tracking Issue Resolution processes including the use of the Joint Lessons Learned Information System for their respective organizations. Guidance/orientation includes techniques on integrating lessons into staff/organization plans and operations as well as coordination of lessons between Joint Lessons Learned Information System T-2 Command Lessons Managers. **(T-3)**

6.3. Closure of Lesson Actions. Lessons Identified that are entered into an organization's Resolution process should be resolved at the lowest level. Actions for Lessons Identified may be closed when a solution has been implemented (i.e., Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy change, incorporation into organizational change, exercise, experiment, or training) or a decision made to accept the risk of not implementing a solution. Closed Lessons Identified need to be archived in the Joint Lessons Learned Information System for future reference and their final action/determination is disseminated and periodically reviewed.

Chapter 7

AIR FORCE LESSONS LEARNED PROGRAM ORIENTATION

7.1. Purpose. The purpose of the Air Force Lessons Learned Program orientation is to ensure individuals assigned to lessons learned offices or as Collection team augmentees/subject matter experts receive appropriate lessons learned training to understand their role in the Air Force Lessons Learned Process.

7.2. Air Force Lessons Learned Orientation. The LeMay Center Directorate of Air Force Lessons Learned is responsible for oversight of the Air Force Lessons Learned Program orientation program. LeMay Center Directorate of Air Force Lessons Learned will provide a just-in-time orientation at Major Command's request or when new Command Lessons Managers are assigned. Each lessons learned office will ensure its own internal orientation program is up to date with material found on the Air Force Lessons Learned Program websites: Non-Classified Internet Protocol Router Network (NIPRNet): <https://www.jllis.mil>, Secret Internet Protocol Router Network (SIPRNet): <https://www.jllis.smil.mil>, or Joint Worldwide Intelligence Communications System (JWICS): <https://jllis.jsi7ex.ic.gov/> or by contacting the Air Force Lessons Learned Directorate at LEMAYCENTER.LL.Workflow.1@us.af.mil. Each lessons learned office will establish guidelines to maintain currency for members supporting their lessons learned program. (T-3)

7.3. Lessons Learned Collection Team Orientation. Lessons learned offices will provide Collection team members an orientation prior to lessons learned Collection efforts. (T-3) The orientation includes Collection plan development, conduct of interviews, Collection management tools (e.g., Joint Lessons Learned Information System, interview management tools, etc.), data gathering techniques, product development, and Dissemination. Lessons learned Collection team members and subject matter experts provide expertise required for a focused Collection. The lessons learned Collection team lead is responsible for coordinating the orientation with the Joint Lessons Learned Information System T-1 Administrator or T-2 Command Lessons Manager.

7.4. Joint Lessons Learned Information System Orientation. Lessons learned offices provide Joint Lessons Learned Information System orientation to their organizations and lower echelons. The local orientation should emphasize use of the Joint Lessons Learned Information System for capturing and managing Observations and Lessons Identified.

7.5. United States Air Force Central Command Lessons Learned Forward Deployed Team Orientation. Deploying lessons learned personnel will attend a unit funded two-day lessons learned deployment-orientation seminar, hosted by The LeMay Center Directorate of Air Force Lessons Learned. The orientation includes an introduction to the United States Air Force Central Command daily processes, required reports, interviews, etc. It should also address the fundamentals of the Joint Lessons Learned Information System (e.g., how to navigate the Joint Lessons Learned Information System, how to load Observations and lessons, how to validate an Observation, how to track/close Observations and lessons, how to disseminate Observations and lessons learned to United States Air Force Central Command senior leaders).

Chapter 8

JOINT LESSONS LEARNED INFORMATION SYSTEM

8.1. Department of Defense system of record for Joint Lessons Learned Program. The Joint Lessons Learned Information System is a web-based system that implements the requirements for the Joint Lessons Learned Program. Joint Lessons Learned Program provides transfer of knowledge within the Department of Defense through the rapid distribution of Observations and recommendations, after action reports; tactics, techniques and procedures; topic papers, briefings, and interviews.

8.2. Joint Lessons Learned Information System. Joint Lessons Learned Information System allows Air Force personnel to search, submit, and manage all Air Force Observations, Lessons Identified, after action reports, lessons learned and other information up to TOP SECRET/Sensitive Compartmented Information. Joint Lessons Learned Information System is used to track and disseminate Lessons Identified throughout the Air Force, Department of Defense, and Intelligence Community. Joint Lessons Learned Information System provides lessons learned office management, data Collection, data management, and lessons learned information distribution.

8.3. System Administration.

8.3.1. The LeMay Center Directorate of Air Force Lessons Learned is responsible for system administration of the NIPRNet and SIPRNet Air Force Joint Lessons Learned Information System master sites through coordination with Joint Staff/J7 and Joint Lessons Learned Information System programmers. 25th Air Force, on behalf of the Air Force Lessons Learned community, is responsible for facilitating submission and Resolution of lessons learned concerns on JWICS in coordination with The LeMay Center Directorate of Air Force Lessons Learned and Joint Staff/J7. The LeMay Center Directorate of Air Force Lessons Learned will provide administrative support, and Joint Staff/J7 (to include Joint Staff/J7 Joint Lessons Learned Information System programmers) shall provide administrative and system support to 25th Air Force to the furthest extent possible, dependent on security clearances and available resources.

8.3.2. The Air Force Joint Lessons Learned Information System Program Manager will update the Joint Lessons Learned Information System User Guide and checklists, maintain a standard orientation package on the Joint Lessons Learned Information System home page, and update this instruction annually or when changes to the system and/or process occur.

8.4. Joint Lessons Learned Information System Business Rules.

8.4.1. The Air Force Lessons Learned Program operates under the guidance of CJCSI 3150.25G and the following guidelines. (T-0)

8.4.2. A Tier-1 (T-1) Administrator is a Lesson Manager at the Headquarters United States Air Force and Major Command level. A Tier-2 (T-2) Command Lessons Manager/Administrator is a Lesson Manager at the Numbered Air Force, Wing, or Center level. All other sub-organizations are assigned as a Tier-3 (T-3) Organization Lesson Manager. A Lesson Manager is the manager of Observations and Lessons Identified at the T-1, T-2, or T-3 level. A subject matter expert is a person within a Directorate, Command, or unit possessing expertise on an Observation, Issue, or Lesson Identified.

8.4.3. Validation Process. T-1, T-2, and T-3 Lesson Managers and subject matter experts need to review all “Pending” lessons within their Tier. Once an Observation is deemed valid, the T-1, T-2, or T-3 Lesson Manager will activate the Observation as a Lesson Identified and transfer it to the appropriate Office of Primary Responsibility/Office of Collateral Responsibility for review. **(T-3)**Observations that require work within the Tier need to be coordinated through the T-1/T-2/T-3 Lesson Manager or the appropriate Office of Primary Responsibility/Office of Collateral Responsibility. Additionally, T-1 and T-2 Lesson Managers should also review “Pending” reports posted in the Joint Lessons Learned Information System Document/File Library and determine whether to “Activate or Close” so all reports will be visible to Joint Lessons Learned Information System users.

8.4.4. Coordinating Observations Outside a T-1 organization. T-1 Lesson Managers will work together toward resolving an Observation’s ownership. If the Office of Primary Responsibility/Office of Collateral Responsibility for an Observation belongs to another T-1 organization, the owning T-1 Administrator will contact the appropriate T-1 Administrator for coordination before transferring. Once transferred, the accepting T-1 organization assumes responsibility for the Observation. If it is found that the Office of Primary Responsibility/Office of Collateral Responsibility is incorrect, the process begins again. If ownership cannot be resolved at the T-1 level, the LeMay Center Directorate of Air Force Lessons Learned will resolve ownership. All Lessons Identified are to be worked through to Resolution.

8.5. Disputes between Tiers

8.5.1. As Lesson Managers receive Observations submitted by Joint Lessons Learned Information System users, there may be occasions where a T-2 is not appropriate to validate that Observation. In these cases, the T-2 Lesson Manager will transfer the Observation to their T-1 for reassignment. When doing this, include results of any coordination in the “comment” section of the Observation in the Joint Lessons Learned Information System.

8.5.2. When Observation reassignments between T-2 Command Lessons Managers are disputed, the issue should be brought to the attention of the Major Command Lessons Learned Director to render a recommended assignment. If the dispute continues, the Major Commander Lessons Learned Director will present it to the LeMay Center Directorate of Air Force Lessons Learned for Lessons Learned General Officer Steering Group review and coordination. The Lessons Learned General Officer Steering Group is chaired by the Air Force Vice Chief of Staff. The Air Force Vice Chief of Staff will serve as final arbiter of disputed Observations’ assignments if necessary.

8.6. Joint Lessons Learned Information System Maintenance

8.6.1. Tier Maintenance. All T-1 Administrators should perform periodic Tier maintenance. Maintenance includes reviewing the status of “Active” Observations. Any Observations that have not been worked in more than 30 days should be reviewed and readdressed by the T-1, T-2, or T-3 Lesson Manager through the Office of Primary Responsibility/Office of Collateral Responsibility for Resolution, closure, or removal from the database.

8.6.1.1. Observations that should be removed include the following: “Test Observations,” Observations that are incomplete or unfocused, complaints, or personal attacks.

8.6.1.2. Test Binders and after action reports should also be removed periodically to keep the Tier free of unnecessary information.

8.6.2. United States Air Force Components (i.e., Major Commands or Numbered Air Forces that are an air component) to a Unified Combatant Command may be asked by the Unified Combatant Command to participate in the Unified Combatant Command lessons learned program. United States Air Force Components participate in their Unified Combatant Command's lessons learned program as instructed by Unified Combatant Command policy and are authorized to coordinate Observations directly with their responsible Unified Combatant Command. Coordination may be conducted by emailing the Observation to the Unified Combatant Command Joint Lessons Learned Information System Administrator or by entering the Observation on the Unified Combatant Command Joint Lessons Learned Information System site.

8.6.3. Major Commands not a component of a Unified Combatant Command forward Observations requiring Joint, Department of Defense Agency, or Unified Combatant Command coordination to the Headquarters United States Air Force T-1 or the appropriate Major Command/Component Numbered Air Force. The Headquarters United States Air Force T-1 Administrator notifies the responsible action officer/subject matter expert who needs to review and validate the Observation with their joint, agency, or Unified Combatant Command point of contact and assume responsibility for tracking the Observation through to Resolution.

8.6.4. Joint Lessons Learned Information System website status updates are the responsibility of the Air Force Lessons Learned action officer. Updates are available upon request through the responsible Air Force Lessons Learned action officer.

8.7. Joint Lessons Learned Information System Configuration Review Board.

8.7.1. The Air Force Joint Lessons Learned Information System Configuration Review Board should be scheduled to allow sufficient time to address Air Force requirements prior to the Joint Configuration Review Board.

8.7.2. The Board should review action items from the previous Board, configuration issues, modifications, and business rules. Each T-1 Administrator has an opportunity to provide input during the Air Force Joint Lessons Learned Information System Configuration Review Board.

8.7.3. The Air Force Joint Lessons Learned Information System Configuration Review Board is chaired by the Air Force Joint Lessons Learned Information System Program Manager. T-1 Administrators and the Recorder are voting members of the Configuration Review Board. Members of the Joint Staff/J7 have a standing invitation to attend. This courtesy is also extended to the other members of the Air Force Joint Lessons Learned Information System and lessons learned community.

8.7.4. Each T-1 Administrator is responsible to collect input(s) from their respective T-2s for the Air Force Configuration Review Board prior to the conference. The purpose is to provide an opportunity for Administrators to speak/vote for the actions that affect their Tier. The T-2 Command Lesson Managers are not voting members of the Air Force Configuration Review Board. In the event of a tie during the voting process, the Air Force Joint Lessons Learned Information System Program Manager will cast the deciding vote.

8.7.5. All Air Force Configuration Review Board items that impact the other Joint Lessons Learned Information System master sites need to go before the Joint Staff/J7 and the Joint Lessons Learned Conference Configuration Review Board for review and approval. The Air Force Joint Lessons Learned Information System Program Manager represents the Air Force during the Joint Lessons Learned Conference on all Air Force Joint Lessons Learned Information System related issues. Results from the Joint Lessons Learned Conference are to be shared and reviewed by the Joint Lessons Learned Information System lessons learned community.

8.8. Network Security.

8.8.1. Joint Staff/J7 policy and guidance for the NIPRNet Joint Lessons Learned Information System only allows access to Australia, Canada, Great Britain, and United States personnel and Foreign Exchange Officers/Liaison Officers sponsored and/or assigned to Department of Defense organizations. United States Government has a National Disclosure Policy for SIPRNet. The following information is in accordance with Joint Staff/J7 guidance pending release of formal Department of Defense guidance for Air Force Joint Lessons Learned Information System:

8.8.1.1. Air Force Joint Lessons Learned Information System information is considered For Official Use Only. If there is a requirement to convert/migrate For Official Use Only data to a Department of Defense-wide system of Controlled Unclassified Information, the For Official Use Only marking of Air Force Joint Lessons Learned Information System products helps prevent commercial access, but allow access to those with valid requirements and registration.

8.8.1.2. Department of Defense Instruction 8110.01, *Mission Partner Environment (MPE) Information Sharing Capability Implementation for the DoD*, implements policy and designates the Multination Information Sharing Combined Enterprise Regional Information Exchange System as the Department of Defense standard for multinational information sharing networks using the Department of Defense Information Network.

8.8.2. Australia, Canada, Great Britain and United States personnel assigned to or sponsored by a Department of Defense organization and issued a Common Access Card permitting access to the Department of Defense computer network/system are authorized access to the Joint Lessons Learned Information System. These members are authorized to register in Joint Lessons Learned Information System as members of their assigned and sponsoring Department of Defense organization.

8.8.2.1. Registration is validated and controlled through the organization's security office and approved by the Air Force Joint Lessons Learned Information System Program Manager.

8.8.2.2. Australia, Canada, Great Britain and United States personnel who are validated and authorized access to the United States Department of Defense SIPRNet are authorized access to the Joint Lessons Learned Information System on SIPRNet (Note: Australia, Canada, Great Britain and United States personnel who have been granted access to United States Department of Defense SIPRNet need to have full access to SIPRNet Joint Lessons Learned Information System.)

8.8.3. Air Force Lessons Learned guidance concerning loading, access, and release of Joint Lessons Learned Information System information for both sites is in accordance with Air Force and Joint Staff Network Security Guidance. SIPRNet: <https://www.jllis.smil.mil> and NIPRNet: <https://www.jllis.mil>. For any questions or concerns please contact the Joint Lessons Learned Information System Program Manager, LeMayCenter.AFLL.JLLISAdm@us.af.mil.

8.9. Joint Lessons Learned Information System T-1 Administrators and T-2 Command Lesson Managers

8.9.1. T-1 Administrators will:

8.9.1.1. Be appointed by the Major Command Lessons Learned Director and the names sent forward to the Air Force Lessons Learned Joint Lessons Learned Information System Program Manager.

8.9.1.2. Forward all Joint Lessons Learned Information System issues (e.g., permission upgrade requests and system malfunctions, and modification recommendations) to the Air Force Joint Lessons Learned Information System Program Manager for coordination, review, and Resolution.

8.9.1.3. Have one vote on the Joint Lessons Learned Information System Configuration Review Board.

8.9.1.4. Establish, and certify T-2 Managers/Subject Matter Experts/Command Lesson Managers.

8.9.1.5. Coordinate Validation of Observations submitted to their Tier by Collection teams, T-2 Lesson Managers or other authorized users.

8.9.1.6. Approve T-2 or lower sites under their responsibility for access to Joint Lessons Learned Information System.

8.9.1.7. Provide Joint Lessons Learned Information System and Collection guidance for all T-2 Command Lessons Managers assigned within the Headquarters United States Air Force/Major Command T-1 and T-2.

8.9.1.8. Act as the single point of contact within the command for Joint Lessons Learned Information System issues (registration, system errors, and configuration requests).

8.9.1.9. At a minimum, conduct Tier maintenance as needed to maintain currency. Guidelines for Observation and Tier maintenance should be developed locally based on the needs of the command and mission requirements.

8.9.2. T-2 Command Lessons Manager/Administrators will (e.g., Air Force Reserve Command has T-2 Administrators).

8.9.2.1. Consist of a primary and alternate to be appointed by the Commander/Director to manage the T-2.

8.9.2.2. Be identified by their Major Command T-1 Administrator to the Air Force Lessons Learned Joint Lessons Learned Information System Program Manager.

8.9.2.3. Not vote on the Joint Lessons Learned Information System Configuration Review Board.

8.9.2.4. Coordinate Validation of Observations submitted to their Tier by Collection teams or other authorized users.

8.9.2.5. Forward all Joint Lessons Learned Information System issues (e.g., issues and permissions) to their T-1 Administrator for coordination, review and Resolution.

8.9.2.6. Act as the single point of contact within the command for Joint Lessons Learned Information System issues (i.e., registration, system errors, and configuration requests).

8.9.3. T-3 Organization Lessons Manager will:

8.9.3.1. Consist of a primary and alternate to be appointed by the Commander/Director to manage the T-3. **(T-3)**

8.9.3.2. Be identified by their T-2 Command Lessons Manager/Administrator to the Major Command Joint Lessons Learned Information System Program Manager. **(T-3)**

8.9.3.3. Coordinate Validation of Observations submitted or transferred to their Tier by Joint Lessons Learned Information System users. **(T-3)**

8.9.3.4. Forward Joint Lessons Learned Information System issues to their T-2 Command Lessons Manager/Administrator for coordination, review, and Resolution. **(T-3)**

8.10. Tracking Database Management. Lessons learned organizations will use the Joint Lessons Learned Information System to archive and track their Observations and Lessons Identified action items. Exception: organizations with a requirement to track lessons on coalition partner networks may use other methods as required. Organizations using stand-alone methods should transfer lessons with broader Air Force equity to the Joint Lessons Learned Information System to ensure they are accessible by the widest possible Air Force and Department of Defense audience. **(T-3)**

8.11. Joint Lessons Learned Information System Orientation

8.11.1. The LeMay Center Directorate of Air Force Lessons Learned is responsible for oversight of the Joint Lessons Learned Information System train-the-trainer orientation. The Air Force Joint Lessons Learned Information Systems Program Manager is available to provide formal Joint Lessons Learned Information System orientation classes for T-1 Administrators, T-2 Command Lessons Managers/Administrators, and personnel assigned to Headquarters United States Air Force. Each lessons learned office will establish guidelines for the Joint Lessons Learned Information System currency and a method to track orientation completion. **(T-3)**

8.11.2. T-1 Administrators Joint Lessons Learned Information System responsibilities include the orientation of newly assigned T-2 Command Lessons Managers/Administrators, establishing a T-1 orientation program for use throughout the command, as well as conducting classroom and over-the-shoulder orientation sessions locally through recurring sessions or just-in-time as needed.

8.11.3. T-2 Command Lessons Managers/Administrators will provide orientation for Numbered Air Force and lower echelon personnel. If the T-1 has no T-2 Lesson Managers assigned, overall orientation for Numbered Air Force and/or lower echelon personnel remains the responsibility of the T-1 Administrator.

8.11.4. T-1/2 orientation needs to:

8.11.4.1. Tier coordinating and tracking Observations through the Air Force Lessons Learned Process.

8.11.4.2. Include tracking a lesson to Resolution and basic authorized Joint Lessons Learned Information System user orientation.

8.11.4.3. Include the command's local process based on command guidance through a tutorial or a locally developed orientation course.

8.11.4.4. Major Command lessons learned offices will provide their personnel basic authorized Joint Lessons Learned Information System user orientation, T-1 Administrator orientation for newly assigned Administrator/Managers, and T-2 Command Lessons Managers/Administrator orientation.

8.11.5. Basic Authorized Joint Lessons Learned Information System User Orientation is posted on the Joint Lessons Learned Information System home page. This orientation is for new Joint Lessons Learned Information System users who will intend to use the system on a recurring basis for research, submitting Observations, after action reports, etc. Basic user orientation information can also be obtained by the LeMay Center Directorate of Air Force Lessons Learned, T-1 Administrator/Manager, or T-2 Administrators/Managers.

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Deputy Chief of Staff, Operations

(AFRC)

RICHARD W. SCOBEE
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Commander, Air Force Reserve Command

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DoDI 8110.01, *Mission Partner Environment (MPE) Information Sharing Capability Implementation for the DoD*, 25 November, 2014

CJCSI 3150.25G, *Joint Lessons Learned Program*, 31 January 2018

AFPD 10-13, *Air Force Doctrine and Lessons Learned*, 17 January 2019

AFPD 90-16, *Studies, Analyses, and Assessments*, 26 July 2018

AFI 33-360, *Publications and Forms Management*, 1 December 2015

AFMAN 33-363, *Management of Records*, 1 March 2008

Prescribed Forms

AF Form 4329, *Observation or Lesson Learned* (Non-Classified Internet Protocol Router Network [NIPRNet]), 24 March 2004

AF Form 4330, *After Action Summary Report* (Non-Classified Internet Protocol Router Network [NIPRNet]), 7 January 2004

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

Terms

Active—A status of a Lesson Identified indicating that the lesson is currently being worked to Resolution by a Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy Office of Primary Responsibility.

After Action Report—The after action report is a consolidated report that includes an executive summary covering the event information (e.g., dates, locations, and participants) and Observations. Observations to be documented are those which result in improvements in military operations. After action report Observations should describe how the mission could be/was improved, potential risks to mission degradation and how to mitigate those risks.

Air Force Lessons Learned Process—The Air Force Lessons Learned Program's four distinct components of Collection, Validation, Dissemination and Resolution that allows the assessment of observations from operations, activities, and exercises as potential lessons learned.

Air Force Lessons Learned Program—The Air Force Lessons Learned Program is a knowledge management program that supports organizational learning from experience gained in operations, training events, exercises, experiments, and other activities.

Collection—Collection is a method by which Observations enter the Air Force Lessons Learned Process and involves formal and informal methods. Observations can be “pulled” into the process through formal Collection efforts or they can be “pushed” into the process by organizations, units

and individual Airmen. In a learning culture, every Airman contributes to the Air Force Lessons Learned Process.

Dissemination—Dissemination is the distribution of Lessons Identified to organizations for action, along with making lessons available for wider use. The goal of Dissemination is to get lessons to decision makers when needed to make more informed decisions.

Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy— Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy are factors that implement senior leader guidance and lead to the development and employment of joint force capabilities.

Joint Lessons Learned Information System—Joint Lessons Learned Information System is the system of record for the Air Force Lessons Learned process and may be used by any Airman. The Joint Lessons Learned Information System is the central repository for Observations, Lessons Identified, after action reports, and other lessons learned reports.

Lesson Identified—A validated Observation that represents a matter (e.g., capability, concept, process, procedure) to be sustained, improved or developed. A Lesson Identified contains a better way to accomplish a mission or task for learning by a broader organization.

Lesson Learned—An insight gained that improves military operations or activities at the strategic, operational, or tactical level and results in long-term, internalized change to an individual or an organization.

Observation—An input from any source into the Air Force Lessons Learned Process. Observations contain information regarding specific events, activities, circumstances or outcomes and should include sufficient factual and contextual information to support their Validation.

Resolution—Process to ensure Lessons Identified are staffed for action. Resolution actions should be captured in the Joint Lessons Learned Information System or appropriate documents and tracked to closure.

System of Record—An information storage system (commonly implemented on a computer system), which is the authoritative data source for a given data element or piece of information. The need to identify systems of record can become acute in organizations where management information systems have been built by taking output data from multiple source systems, re-processing this data, and then re-presenting the result for a new business use. Where the integrity of the data is vital, a data element must either be linked to, or extracted directly from its system of record. The integrity and validity of any data set is open to question when there is no traceable connection with a known System of Record.

Validation—Process to ensure an Observation is reviewed by staff functionals and/or operational experts to confirm an Observation contains an identifiable lesson to be processed through the Air Force Lessons Learned Process.

Attachment 2

AIR FORCE LESSONS LEARNED GENERAL OFFICER STEERING GROUP

A2.1. Purpose. The General Officer Steering Group is a forum for senior leaders to discuss operational and strategic level lessons, and to shape Air Force Lessons Learned Program activities.

A2.2. Concept. Air Force Lessons Learned sponsors an Air Force Chief of Staff (or designated representative) annual meeting attended by Headquarters United States Air Force senior leaders, Major Command Deputy Commanders, Air University Commander, LeMay Center Commander, and other invited senior leaders. This meeting provides a means for senior leaders to:

A2.2.1. Enhance the understanding of lessons learned from the conduct of operations, exercises, and contingencies.

A2.2.2. Inform key process owners of important lessons learned information that can be used for their decisions.

A2.2.3. Review current Chief of Staff of the Air Force lessons learned focus areas, status of any associated lessons, and proposed topics for future Chief of Staff of the Air Force lessons learned focus areas.

A2.2.4. Recommend and approved transfer of “Joint” lessons identified to Joint Staff J-7 via the JS/J-7 Joint Lesson Memorandum Process as outlined in Chairman of the Joint Chiefs of Staff Instruction 3150.25G, *Joint Lessons Learned Program*.

A2.3. Membership:

A2.3.1. Chair: Air Force Vice Chief of Staff.

A2.3.2. Co-chair: Deputy Chief of Staff of Operations (AF/A3).

A2.3.3. Secretariat: Assistant Secretary of the Air Force (Acquisitions) (SAF/AQ), Deputy Chief Information Officer (SAF/CN), Deputy Under Secretary of the Air Force for International Affairs (SAF/AI), Inspector General of the Air Force (SAF/IG), Legislative Liaison, Office of the Secretary of the Air Force (SAF/LL), Deputy Under Secretary of the Air Force for Space (SAF/SP).

A2.3.4. Air Staff: Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance and Cyber Effects Operations (AF/A2/6), Deputy Chief of Staff for Operations (AF/A3), Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4), Deputy Chief of Staff for Strategy, Integration, and Requirements (AF/A5 and AF/A8), Director for Studies, Analyses and Assessments (AF/A9), Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (AF/A10), Chief of Chaplains (AF/HC), Air Force Historian (AF/HO), The Judge Advocate General (AF/JA), Air Force Chief of Safety (AF/SE), the Surgeon General of the Air Force (AF/SG).

A2.3.5. Major Command Deputy Commanders, Director of the National Guard Bureau, Component Numbered Air Forces Commanders.

A2.3.6. Air University Commander, LeMay Center Commander, United States Air Force Warfare Center Commander, United States Air Force Expeditionary Center Commander.

A2.3.7. Air Force District of Washington Deputy Commander.

A2.3.8. Others as necessary by the meeting agenda.

A2.4. Roles and Responsibilities:

A2.4.1. Air Force Vice Chief of Staff chairs the meeting.

A2.4.2. Air Force Lessons Learned Directorate develops the agenda and content for approval.

A2.4.3. General Officer Steering Group members discuss lessons learned and associated topics that enable their functional areas to better organize, training, and equip the Air Force.

A2.4.4. Selected members and guests provide highlights of their lessons learned activities.

A2.4.5. Air Force Lessons Learned Directorate serves as General Officer Steering Group secretariat to organize meetings and accomplish follow-on tasks.

A2.5. Timing and Venue:

A2.5.1. Annual (notionally in March).

A2.5.1.1. Headquarters United States Air Force (Secure video teleconference for members outside National Capitol Region).

A2.5.2. CORONA Fall (typically in September or October).

A2.5.2.1. LeMay Center Doctrine/Lessons Learned Summit.

A2.5.2.2. Presentation of lessons learned issues rising to level requiring address by four-star panel.

A2.6. Air Force Stakeholder General Officer Steering Group Role:

A2.6.1. Stakeholders General Officer Steering Groups are formed as advocacy groups related to specific reports or threads designated under Air Force Focus Areas.

A2.6.2. Stakeholder General Officer Steering Group members will advise Collection team members on content of specific Collections and preview designated reports at the General Officer/Senior Executive Services level prior to more general distribution.

A2.6.3. Stakeholder General Officer Steering Group members will validate Observations, advocate for issue Resolution, implement solutions, and incorporate lessons within their command's or area of functional responsibility.