CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

JOINT LESSONS LEARNED PROGRAM

References: See Enclosure E.

1. <u>Purpose</u>. To establish Chairman of the Joint Chiefs of Staff (CJCS) policy, guidance, and responsibilities for the Joint Lessons Learned Program (JLLP).

2. <u>Superseded/Cancellation</u>. CJCSI 3150.25E, dated 20 April 2012, "Joint Lessons Learned Program," is superseded by this publication.

3. <u>Applicability</u>. This instruction applies to the Joint Staff (JS), Combatant Commands (CCMD), the National Guard Bureau (NGB), Services, Combat Support Agencies (CSA), and other joint organizations. This instruction is provided as information to the Office of the Secretary of Defense (OSD), Department of Defense (DoD) Components, and other U.S. Government (USG) organizations establishing or operating lessons learned programs, such as the U.S. Coast Guard (USCG).

4. <u>Policy</u>. Title 10, United States Code (U.S.C.), prescribes, subject to the authority, direction, and control of the President and the Secretary of Defense, that the CJCS (hereafter referred to as the Chairman) will be responsible for, "formulating policies for gathering, developing, and disseminating joint lessons learned for the armed forces" (reference a).

5. <u>Definitions</u>. See Glossary.

6. <u>Responsibilities</u>. See Enclosure D.

7. <u>Summary of Changes</u>

    a. Reflects title 10, U.S.C., designation of responsibility for formulating policies for gathering, developing, and disseminating joint lessons learned as a specific function assigned to the Chairman (reference a).

b. Incorporates CJCS guidance provided within CM-0028-14, "Lessons Learned Collection Efforts for Military Operations," dated 4 February 2014 (reference b).

c. Updates guidance on the conduct of the JLLP analysis, release, and sharing of lessons.

d. Provides guidance on the Joint Lesson Advisory (JLA) as part of the JLLP.

e. Provides guidance on the role of the Issue Coordinator (IC) within the JLLP.

f. Provides policy on the Collection Analysis Plan feature within the Joint Lessons Learned Information System (JLLIS).

g. Provides policy on JLLP integration with operations and Joint Force Development (JFD).

h. Updates responsibilities associated with the JLLP for both, the JS Director for Joint Force Development (Joint Staff, J-7) and the J-7 Deputy Directorates (DD).

i Updates the JLLP process (from four phases to five phases).

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: [http://www.dtic.mil/cjcs_directives/]. JS activities may also obtain access via the SIPR Directives Electronic Library Web sites.

9. Effective Date. This INSTRUCTION is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

DAVID L. GOLDFEIN, Lt Gen, USAF
Director, Joint Staff

Enclosures:
      A   - The Joint Lessons Learned Program
      B   - Policy
      C   - Guidance
      D   - Responsibilities
      E   - References
      GL - Glossary

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DISTRIBUTION

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ENCLOSURE A

THE JOINT LESSONS LEARNED PROGRAM

1. <u>Overview</u>. The JLLP fulfills the Chairman's Title 10 responsibility of formulating policies for gathering, developing, and disseminating joint lessons learned for the armed forces. Its primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P).

2. <u>JLLP Process</u>. The JLLP consists of five phases: discovery, validation, resolution, evaluation, and dissemination, as shown in Figure A-1.
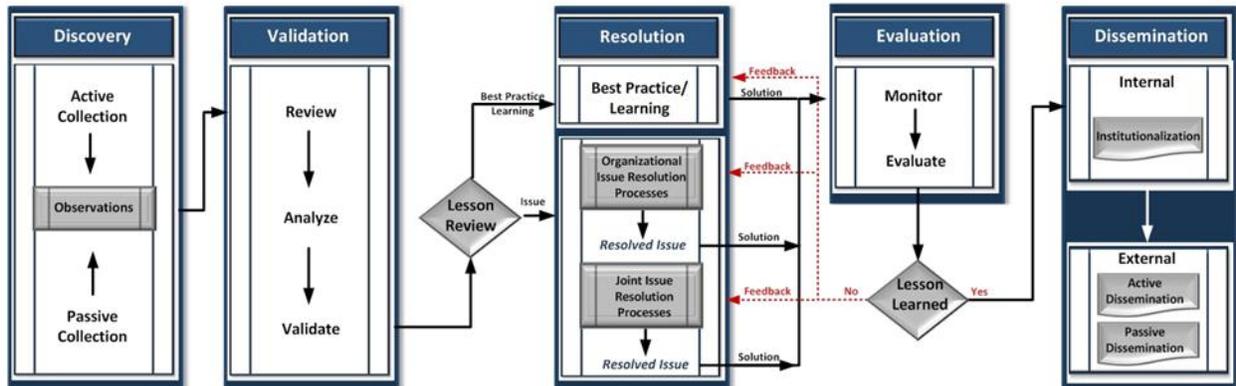

Figure A-1. The Joint Lessons Learned Program Process

Detailed explanation of these phases is provided within the CJCSM 3150.25 series, Joint Lessons Learned Program (reference c). Commanders and directors are responsible for the execution of a lessons learned program within their own organizations, however their programs will maintain compatibility with the principles of the JLLP process. The phases of the JLLP comprise a sequential process, culminating in the dissemination of lessons learned for institutionalization across the DoD. The JLLP also supports a whole-of-government effort by collaborating on and sharing information with other USG agencies and multinational partners.

   a. <u>Discovery Phase</u>. The discovery phase is the start of the lessons learned process. Activities in this phase include collecting information, summaries, and reports through active and passive means. Discovery phase activities include active collection by individuals or teams who collect information on operations, events, and exercises directly from the original source; and passive collection, which consists of reviewing information from other sources for

drawing analytical conclusions. Activities within this phase focus on initial information gathering using multiple sources and approaches. Typically, information exists in initial summaries, reports, and observations from operations, events, or exercises. At this entry point in the process, this information is neither refined nor validated, but provides a basis for additional review and analysis. Individuals entering information into JLLIS should align and refine the data appropriately, across the tabs provided, to facilitate critical thinking and further analysis as the issue resolution process (IRP) continues. Some additional refinement may be requested by subsequent reviews, but refinement begins with the initial entry of data. The collection analysis plan within JLLIS provides a tool with which to document coordination actions with appropriate collection sources or agencies. Output of the discovery phase may include one or more observations for follow-on validation.

   b. Validation Phase. During the validation phase, observations are reviewed and analyzed to determine if there are potential issues and best practices requiring further action through the JLLP process. Validation analysis includes identification of the root cause(s) associated with the collected observation, consideration of recommended actions to correct the issue, and identification of a potential OPR for stewarding the lesson through the JLLP process. Execution of the validation phase is the responsibility of the organization lesson manager (LM). Validated issues and best practices proceed forward through the issue resolution process.

   c. Resolution Phase. During the resolution phase, issues undergo further analysis by the OPR and subject matter experts (SME) for the development of solutions to address the root cause of the issue. The LM serves as the IC (within JLLIS) at the initial OPR level. He or she coordinates and manages the issue within their organization. The joint lesson memorandum (JLM) is used by organizational leaders to inform the JS of lessons requiring JS analysis and potential assignment into the appropriate issue resolution venue. Lessons (issues and best practices) not requiring resolution, proceed to the evaluation phase as determined by the OPR.

   d. Evaluation Phase. During the evaluation phase, solutions are monitored and evaluated against established criteria identified by organization SMEs. Issues or best practices meeting established criteria are forwarded as lessons learned for dissemination, while those not meeting the criteria are returned to the resolution phase for further analysis and resolution action.

   e. Dissemination Phase. During the dissemination phase, various activities facilitate the further institutionalization of lessons learned within key elements of the organization to effect lasting change, improve capabilities or performance, and promote organizational learning. Internal dissemination facilitates proper institutionalization within the organization. External dissemination uses active or passive dissemination methods or a combination

of both, to distribute and share lesson learned information with other entities that are outside the authorities of the parent organization for institutionalization consideration. Active dissemination is the method of pushing lessons learned products, such as the JLA, newsletters, weekly/monthly lessons learned roll ups, periodicals, lessons learned white papers, and analysis reports to specific target audiences. Passive dissemination is the method of using the JLLIS repository to allow the JLLP community to pull desired lessons learned data for organizational use. Properly disseminating and sharing lessons learned information with others, at the appropriate level, is an essential element to the overall success of the JLLP.

3. <u>JLLP Information Management</u>. Organizations participating in the JLLP shall coordinate activities and collaboratively exchange information (e.g., observations, lessons, and recommendations) to the maximum extent possible. Effective information exchange contributes to the improvement of operations across the DoD, other USG organizations, and multinational partners.

   a. JLLP knowledge management is enabled by JLLIS, the DoD system of record for lessons learned. JLLIS facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force.

   b. Organizations participating in the JLLP will identify and assign LMs and JLLIS administrators within their respective organizations. Individuals assigned to these positions fulfill responsibilities described in Enclosure D.

   c. The sharing of joint lessons learned information between the DoD, USG agencies, multinational partners, and other non-DoD partners will occur in accordance with (IAW) DoD and CJCS policies. Specifically, information contained within JLLIS will be governed by DoD and CJCS policies regarding information sharing, network security, and foreign disclosure (references d and k).

4. <u>JLLP Community</u>. The JLLP community is led by the JS, and includes lessons learned organizations and programs from all elements across the DoD. JLLP stakeholders support the priorities and equities of their host organization and, when appropriate, will contribute information, data, and lessons learned that are germane to improving joint capabilities and readiness.

   a. The JLLP supports the interagency, multinational, and non-governmental communities to foster mutual understanding and enhance interoperability. Although each organization possesses its own processes, effective programs will consist of mutually supporting processes, with a regulated information system that produces relevant, timely, and shareable lessons learned.

   b. Effective relationships between lessons learned organizations and programs promote complementary discovery, validation, resolution, evaluation, and dissemination of lessons learned throughout the joint community. The JLLP strives to create an environment where stakeholders freely share information without unwarranted restrictions in order to effect positive changes for the joint force.

ENCLOSURE B

POLICY

1. <u>Overview</u>. The JLLP provides a framework, common terms of reference (TOR) and establishes links between lessons learned and JFD. This instruction provides CJCS policy and guidance, and applies to all DoD components. It applies to individual and collective joint lessons learned programs and affirms the commander/director's roles in the gathering, archiving, reporting, and sharing of lessons learned as related to JFD and readiness.

2. <u>Joint Force Development</u>. Joint Force Development (JFD) prepares individual members and units of the armed forces to field a joint force that integrates service capabilities in order to execute assigned missions (reference l). JFD is a continuous, knowledge-based, and integrated enterprise with several subordinate processes outlined below:

   a. <u>Joint Capabilities</u>. Lessons learned from operations, events, and exercises may serve as the basis to establish capability requirements if analysis indicates capability gaps. Lessons may lead to further analysis and development of Joint Capabilities Integration and Development System (JCIDS) documents. Lessons and themes not already addressed through JCIDS may be introduced into JCIDS via a joint doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy change recommendation (references m – n).

   b. <u>Joint Training</u>. The Joint Training System (JTS) process consists of four interrelated and repeatable phases: requirements, plans, execution, and assessment. The JTS provides opportunities to evaluate corrective actions taken during the IRP. The JLLP is integrated into each phase of the JTS process and applied during planning and execution of exercise programs. Exercises are a major source of observations and lessons, comprising a valuable resource that can both improve the exercise program, as well as support planning and execution of future operations (references o and p).

      (1) <u>Joint Exercise Program</u>. The Joint Exercise Program (JEP) is a principal means for combatant commanders to maintain trained and ready forces, exercise their contingency plans, and support their theater campaign plan engagement activities. The JLLP is integrated into the JEP throughout the joint event life cycle. Under the deliberate observation validation process, CCMDs will capture, validate, and share observations and lessons no later than 45 days after the end of an exercise. Observations should be either entered directly into JLLIS, or exported from an alternate collection source such as the Joint Training Information Management System (JTIMS) or a formatted spreadsheet into JLLIS.

(2) <u>Chairman's Exercise Program</u>. The Chairman's Exercise Program is a means for the Chairman, through the JS, to coordinate interagency and CCMD participation in strategic national-level joint exercises. Overarching and crosscutting observations and lessons from these exercises will be entered directly into JLLIS or imported into JLLIS from other systems such as JTIMS (references o and p).

(3) <u>National Exercise Program</u>. The National Exercise Program (NEP) is an exercise framework under the leadership of the White House that is the basis for coordination of exercises across federal, state, local, tribal, and territorial government agencies. After a NEP exercise concludes, participating DoD components will provide observations or lessons to the DoD designated representative via the JLLIS (reference q).

c. <u>Joint Doctrine</u>. The JLLP integrates with joint doctrine through the joint doctrine development process (JDDP) by providing lessons and lessons learned derived from operations, events, and exercises. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. The JDDP includes four stages: initiation, development, approval, and maintenance, during which approved joint publications (JP) are formally assessed for relevance and timeliness. During the formal assessment phase of the maintenance stage, analysts leverage exercise observations, reports, lessons learned, and databases to formulate a series of questions pertaining to the JP. These questions are formally posed to the joint doctrine development community (JDDC) during the request for feedback (RFF), a critical JLLP integration point within the JDDP. The RFF questions query the JDDC on specific lessons from operations, events, or exercises. Lessons and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process or informally through JDDC discussion (reference r).

d. <u>Joint Education</u>. The JLLP provides valuable information on joint lessons learned to Joint professional military education via policy and curriculum review processes. When the JS J-7 initiates a prescribed revision process, LMs representing the respective joint community may submit policy change recommendations based on lessons learned from operations, events, or exercises. JS J-7 Joint Lessons Learned Division (JLLD) participates in the Joint Faculty Education Conference (JFEC) and LMs have the opportunity to present their respective issue(s) within this venue (references s and t).

e. <u>Joint Concept Development</u>. Joint concept development is driven by strategic guidance, examination of the future operating environment, study of historical precedent, and joint lessons learned from current and past operations. A review of lessons learned supports the identification of potential problems and may preclude repeating previous mistakes. The review of lessons learned may support development of future concepts outlining approaches to

solve problems through joint capability solutions that may lead to DOTMLPF-P changes (reference u). Observations and potential issues identified during joint concept implementation activities should be recorded in JLLIS. Those observations can be reviewed for further refinement of the concept or identification of additional JFD activities associated with implementing the concept.

3. <u>JLLP Stakeholders</u>. The JLLP supports a wide range of stakeholders. The joint lessons learned community will use the Chairman's JLLP to support improvements in DOTMLPF-P, reduce redundancies, manage costs, and institutionalize lessons learned. The JLLP influences all elements of JFD by providing procedures to ensure lessons learned are incorporated into joint learning processes, thereby improving their viability and responsiveness to changing demands.

4. <u>Joint Lessons Learned Conference</u>. The joint lessons learned community meets annually to share information and explore methods and processes for improving the JLLP. During the Joint Lessons Learned Conference (JLLC), stakeholders meet face-to-face, collaborate, share program updates, and develop processes and procedures in support of the JLLP. In addition to the JLLC, the joint lessons learned community meets quarterly during the Joint Lessons Learned Program Review (JLLPR) via secure video teleconferencing.

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ENCLOSURE C

GUIDANCE

1. <u>JLLP Objectives</u>

   a. To collect information from operations, events, and exercises involving the joint force at the strategic, operational, and tactical levels.

   b. To analyze and validate collected information for force development implications.

   c. To identify best practices or identify potential issues requiring corrective actions.

   d. To implement corrective action through resolution processes to conclusion.

   e. To deliver lessons to modify training, planning, and operations.

   f. To evaluate implemented recommendations and corrective actions to determine the benefit of any DOTMLPF-P changes. This evaluation process should verify that a resolution solution or best practice meets accepted criteria and is sufficient for the size and scope of the force. If accepted criteria are not met, evaluation results provide feedback to joint operators when further action or reevaluation is warranted.

   g. To disseminate lessons learned for use during planning and execution of operations, events, and exercises involving the joint force.

   h. To disseminate lessons learned to the J-7/JCIDS Integration Branch for sharing with FCB bodies addressing the resolution of relevant capability gaps.

2. <u>JLLP Tasks</u>. The following tasks are required of lessons learned stakeholders (organizations) participating in the JLLP:

   a. Capture, analyze, validate, evaluate, and learn from their collection efforts.

   b. Conduct and participate in issue resolution processes in their area of operations and/or interests, enhancing their ability to advise their commands in a timely manner.

   c. Conduct active collection before, during, or immediately after operations, events, and exercises. Active collectors directly observe performance, review

activities focusing on that performance, and interview participants. Collection efforts should be:

(1) Relatively short in duration or an intermittent requirement.

(2) Composed of a relatively small collection contingent.

(3) Non-continuous collection efforts.

3. <u>JLLP and North Atlantic Treaty Organization Lessons Learned</u>

a. <u>Supreme Allied Commander Transformation</u>. The Supreme Allied Commander Transformation (SACT) is the lead for the overall North Atlantic Treaty Organization (NATO) lessons learned process when dealing with those lessons that are addressed and resolved at the strategic command level and below. SACT is supported by Allied Command Operations (ACO) in the planning and execution of this task. Reciprocally, SACT supports ACO with the overall output of the NATO Lessons Learned process for the planning and execution of operations, military exercises, training, and experimentation (reference v).

b. <u>NATO Joint Analysis and Lessons Learned Centre</u>. The NATO Joint Analysis and Lessons Learned Centre (JALLC) is the lead agency for the analysis of operations, exercises, training, and experiments, as well as collection and communication of lessons learned for NATO. The JALLC deploys teams worldwide to support NATO, analyzing all aspects of the alliance's work at the operational and strategic levels. The JALLC hosts and maintains NATO's lessons learned database, where lessons are captured, stored, and processed.

(1) The JS and U.S. European Command normally attend the NATO Lessons Learned Conference hosted by the JALLC and collaborate on all briefings presented for the United States.

(2) The Services and other joint organizations attend the NATO Lessons Learned Conference as deemed necessary and collaborate on all briefings presented for the United States.

(3) JS DJ-7 maintains a liaison officer with JALLC to facilitate communication with the NATO Lessons Learned Program.

4. <u>JLLP and Multinational Lessons Learned Engagement</u>. U.S. DoD components participate in periodic multinational forums including the International Lessons Learned Conference (ILLC) and Quinquepartite [five-party] Combined Joint Warfare Conference LL Working Group (a partner nation lessons learned forum consisting of U.S., Australia, Canada, New Zealand, and

United Kingdom representatives) to foster the sharing of lessons learned processes and data.

a. The JS and the CCMD of the area of responsibility (AOR) where the ILLC is held, normally attend the ILLC and will collaborate on briefings presented for the United States.

b. The Services and other joint organizations attend the ILLC as deemed necessary and will collaborate on briefings presented for the United States.

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ENCLOSURE D

RESPONSIBILITIES

1. <u>Chairman of the Joint Chiefs of Staff</u>. The CJCS provides policy, direction, and guidance for the JLLP.

2. <u>Director, Joint Staff</u>. The Director, Joint Staff (DJS) provides guidance on issues elevated to the level of JS attention. The DJS will notify DJ-7 when the active collection of joint lessons learned activities are required.

3. <u>Director for Joint Force Development, Joint Staff</u>. The DJ-7 supports the Chairman and the joint warfighter through joint force development in order to advance the operational effectiveness of the current and future joint force. The DJ-7:

    a. Serves as the OPR for the JLLP.

    b. Ensures overall JLLP and JLLIS integration with all elements of JFD, and as appropriate, joint capability development.

    c. Chairs the JLLC comprised of representatives from the JS, CCMDs, Services, NGB, CSAs, and other joint lessons learned organizations.

    d. Serves as the OPR for the Lessons Learned General Officer Steering Committee (LL GOSC). The DJ-7 meets with OSD principals (Homeland Defense and Global Security [HD & GS], principal staff elements of the Office Secretary of Defense [Under Secretaries of Defense, Director of Defense Research and Engineering, Assistant Secretaries of Defense, General Counsel, Director of Operational Test and Evaluation], and others as needed (J-Directors, CCMD, Service, NGB, and CSA representatives) on a periodic basis to address joint level observations, lessons, and issues with strategic or force-wide implications.

    e. Determines placement of JS J-7 active collection teams during contingency or adaptive planning activities when notified by the DJS that active collection of joint lessons learned activities may be required. JLLIS will be used to develop and share collection and analysis plans, and to track the progress by JS, stakeholders, and other organizations involved in the collection effort.

    f. Conducts JLLP active collection, validation, resolution, evaluation, and dissemination activities for selected Secretary of Defense (SecDef), CJCS, or CCMD designated operations, events, and exercises.

g. On behalf of the Chairman, signs TOR agreement with appropriate CCMD that describes supported/supporting organization roles and responsibilities during active collection and analysis.

h. Maintains a liaison officer with JALLC to facilitate communication with the NATO Lessons Learned Program.

4. <u>Director for Joint Force Development, Joint Staff, J-7, Deputy Directorate for Future Joint Force Development</u>. Under the Director for Joint Force Development (Joint Staff, J-7) Deputy Directorate for Future Joint Force Development (DD FJFD):

a. The Joint Lessons Learned Division:

(1) Develops joint lessons learned policy and guidance. This includes reviewing and updating joint lessons learned documents and providing recommendations to joint policy and guidance documents related to the JLLP.

(2) Serves as the program manager for JLLIS development, implementation, and integration with joint automated information systems, including JLLIS configuration management.

(3) Provides joint strategic lessons discovery, validation, resolution, evaluation, and dissemination activities to include:

(a) In lieu of Joint and Coalition Operational Analysis (JCOA) Division active collection, JLLD may conduct interviews with senior military and civilian DoD officials as required.

(b) Conducting collection activities in support of strategic lessons discovery.

(c) Coordinating with strategic lessons learned organizations to collect and report on strategic-theater lessons (this does not infringe on CCMD responsibilities).

(d) Facilitating LL GOSC meetings.

(4) Supports JLLP participants' interaction with the Joint Requirements Oversight Council (JROC) and Joint Chiefs of Staff decision processes (references m – n).

(5) Coordinates training change recommendations (references o and p).

(6) Coordinates doctrine change recommendations through the joint doctrine development system (reference r).

(7) Coordinates education change recommendations (references s and t).

(8) Develops JLLP-sourced recommendations for the annual Chairman's Joint Training Guidance and other joint training system processes.

(9) Attends multinational conferences to include:

(a) The NATO Lessons Learned Conference hosted by the JALLC and collaborates on all briefings presented by the United States military commands/organizations.

(b) The ILLC to foster the sharing of lessons learned processes and data.

(10) Conducts strategic JLLP engagement across DoD and with Interagency organizations and multinational partners.

b. The Joint and Coalition Operational Analysis Division:

(1) Develops and implements the capability to collect and analyze observations from current operations, exercises, and experiments, as requested by the community.

(2) Appoints a JLLIS administrator.

(3) Develops and coordinates the TOR agreement between the appropriate CCMD on behalf of the Chairman and DJ-7.

(4) Deploys SMEs and analysts with an initial collection plan to collect information on joint operations.

(5) Ensures deployed supporting active SMEs, analysts, and collection teams operate IAW established TOR.

(a) Active collection teams will keep the supported command(s) apprised of data collection efforts, observations, analysis, and iterative production efforts of joint operational lessons learned products.

(b) Appropriate data (with the exception of interviews) collected by active collection teams will be made available to augment the supported command's lessons learned processes.

(c) In concert with the supported command, active collection teams will develop written summaries, reports, briefings, and analyses derived from active and passive collection efforts and make them available to the supported command.

(d) Joint operational lessons learned products will be developed, shared, and vetted with the supported command in JLLIS. Once vetted with the supporting and the supported commands, these products will be given the widest possible distribution to DoD, Interagency, and multinational organizations consistent with security requirements.

(6) In coordination with supported/supporting stakeholders, analyzes the data collected to identify key findings and provide recommendations.

(7) Identifies and inputs observations in JLLIS as required to facilitate the sharing and integration of joint observations, recommendations, findings, and ultimately, lessons learned across the joint force.

(8) Ensures that key findings are appropriately recorded and disseminated to turn observations into actions, and improve joint capabilities and readiness. To this end, JCOA will annually review CCMD needs expressed through those integrated priority list submissions that are processed through the capability gap analysis process.

(9) Represents the JLLP at joint multinational lessons learned conferences based on the conference focus.

5. JS Directorates. The J-Directorates provide and maintain JLLP support for J-Directorate/function-specific, strategic level lessons through their support to lessons learned discovery, validation, resolution, evaluation, and dissemination phases. In support of the JLLP, the J-Directorates will:

a. Appoint and update primary and alternate O-6 Planner and action officer level LM to support the JS IRP (reference w).

b. Appoint a JLLIS administrator.

c. Establish local processes to resolve internal findings, share, and integrate issues into the JLLP.

6. Combatant Commands and Combat Support Agencies. The CCMDs and CSAs will provide and maintain JLLP support for theater and function-specific joint and interoperability lessons learned activities. Lessons are derived from the full range of joint activities and operations, primarily at the strategic and theater operational levels, but not excluding the tactical level. As the JLLP is a distributed activity, commands will execute lesson discovery, validation,

resolution, evaluation, and dissemination activities scaled to support the command's requirements while contributing to the overall JLLP. The CCMD and CSAs will:

a. Appoint an LM.

b. Appoint a JLLIS administrator.

c. Establish local processes to resolve internal findings, share, and integrate issues into the JLLP.

d. Conduct a lessons learned program with responsibilities to include, but not limited to:

(1) Executing and supporting command level joint lessons learned functions.

(2) Executing small-scale active collection through direct observation of command and CSA events and activities.

(3) Performing passive collection and data processing.

(4) Submitting lessons IAW Enclosures A and B. Lessons requiring external resolution may be submitted directly to the JS or other functional organizations for potential integration across the force via JLM.

(5) Supporting the deliberate observation validation process by capturing and sharing key, overarching, and crosscutting observations and lessons no later than 45 days after the end of an exercise, operation, or event, by either entering observations directly into JLLIS, or by exporting from ab alternate collection source such as the JTIMS or formatted spreadsheet into JLLIS.

(6) Providing lesson summary inputs from the JLLIS to support development of commander or director joint training plans.

(7) Coordinating with active collection activities.

(a) Coordinate for active collection teams to augment joint force headquarters using established global force management procedures to address active collection team capability gap.

(b) Deployed collection teams will coordinate the release of data and information products with the supported command.

(c) Supported commands are expected to provide appropriate support for active collection efforts directed by the SecDef or the Chairman. These activities include coordinating theater and country clearance, and other mutually agreed upon support requirements to be specified in a formal TOR agreement.

e. Collaborate with peer multinational and interagency lessons learned organizations as required, informing the JS of joint issues as required.

f. Attend the JLLC as mission requirements and resources permit.

g. CCMDs may request a Joint Lessons Learned Specialist (JLLS) funded by the JS J-7 to act as a forward-positioned representative of the JS J-7 to support CCMD requirements and act as an integrating agent for the JLLP. The JLLS performs a specialized role focusing on direct lessons learned support to the JLLP, as well as command-level lesson discovery, validation, resolution, evaluation, and dissemination. In addition, the JLLS actively communicates with JLLP activities throughout the DoD and provides an integration and standardization function for the JLLP. The JLLS may fulfill the role of LM, JLLIS administrator, and Community of Practice (CoP) manager within JLLIS, as required.

7. <u>Services</u>. The Services provide and maintain JLLP support for Service specific interoperability, as well as tactical, operational, and strategic lessons through their internal processes. In support of the JLLP, the Services, including their Reserve Components, will:

a. Appoint an LM.

b. Appoint a JLLIS administrator.

c. Establish local processes to resolve internal lessons, share, and integrate issues into the JLLP.

d. Conduct a Service lessons learned program with responsibilities to include, but not limited to:

(1) Executing active collection through direct observation of Service activities. When Service-level active collection requirements exceed Service capabilities, the Service may request support from other commands, Services, or agencies.

(2) Providing passive collection and processing to include designation of review, validation, and release authorities for internal JLLP activities.

(3) Submitting lessons requiring external resolution directly to the JS or other functional organizations for potential integration across the force via JLM.

(4) Coordinating Service active collection activities within a CCMD theater.

(a) With the exception of active collection teams in direct support of a Service-sponsored operation, event, or exercise, Service active collection efforts will follow the guidance for deploying active collection teams and will notify and coordinate with CCMD or respective Service component before deployment.

(b) Guidance on authority to direct and control movement of these teams and supported command role in release of data and information products created from collected data applies to Service active collection teams.

(c) Service active collection teams may out-brief the CCMD Service component upon completion of their mission.

e. Attend the JLLC as mission requirements and resources permit.

8. <u>National Guard Bureau</u>. The NGB provides and maintains JLLP support for NGB specific interoperability, as well as tactical, operational, and strategic lessons through their processes. The NGB will:

a. Appoint an LM.

b. Appoint a JLLIS administrator.

c. Establish local processes to resolve internal findings, share, and integrate issues into the JLLP.

d. Conduct the NGB lessons learned program with responsibilities to include, but not limited to:

(1) Executing active collection through direct observation of NGB activities. When NGB-level active collection requirements exceed NGB capabilities, the NGB may request support from other commands, Services, or other agencies.

(2) Providing passive collection and processing to include designation of review, validation, and release authorities for internal JLLP activities.

(3) Submitting lessons requiring external resolution directly to the JS or other functional organizations for potential integration across the force via a JLM.

(4) Coordinating NGB active collection activities within a National Guard (NG) commander's domestic operations area of support, to include NG domestic operations, events, and exercises.

e. Attend the JLLC as mission requirements and resources permit.

9. <u>United States Coast Guard</u>. The USCG provides and maintains JLLP support for USCG-specific interoperability, as well as tactical, operational, and strategic lessons through their internal processes. The USCG establishes its own local processes to resolve internal findings and share data with the JLLP community as required. In order to participate in the JLLP, the USCG may:

a. Appoint an LM.

b. Appoint a JLLIS administrator.

c. Participate in the JLLP.

d. Attend the JLLC as mission requirements and resources permit.

10. <u>Lesson Managers</u>. The LM has the authority to review, validate, and release lessons learned information as appropriate for their organization. The LM is responsible for managing the lessons learned program of the organization to which they are assigned, and in doing so, will manage, track, coordinate, and evaluate lessons through all relevant phases of the JLLP. In organizations with responsibilities specified in reference a, a senior level member (e.g., GO/FO/SES) is appointed to oversee participation in the JLLP. Duties and responsibilities of the senior level member include managing and actively encouraging component personnel to fully participate in the JLLP.

11. <u>Community of Practice Manager</u>. The CoP Manager is the primary point of contact (POC) and is responsible for maintaining the CoP. If a CoP is required the manager will request approval, via JLLIS, from JS J-7.

12. <u>JLLIS Administrators</u>. The JLLIS administrators are the primary JLLIS POCs and are authorized to present the single, unified position of an organization that has a JLLIS requirement. Additional responsibilities include:

a. Participating in JLLIS Configuration/User Advisory Working Groups and other project reviews.

b. Articulating their organization's JLLIS requirements.

c. Acting as the focal point for the member's organization to resolve issues and activities related to their respective missions and needs.

d. Administering the organization's JLLIS user group.

e. Participating in the assessment and validation of JLLIS capabilities.

(INTENTIONALLY BLANK)

ENCLOSURE E

REFERENCES

a. Title 10, U.S.C., Section 153 (a)(5)(e), "Armed Forces"

b. CJCS Memorandum, CM-0028-14, 4 February 2014 "Lessons Learned Collection Efforts For Military Operations"

c. CJCSM 3150.25 Series, "The Joint Lessons Learned Program"

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e. DoDI 8110.1, 6 February 2004, "Multinational Information Sharing Networks Implementation"

f. Executive Order 12958, 17 April 1995, "Classified National Security Information"

g. DoDI 8500.01, 21 March 2014, "Cybersecurity"

h. DoDD 4630.05, 5 May 2004, certified current as of 23 April 2007, "Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS)"

i. DoDI 4630.8, 30 June 2004, "Procedures for Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS)"

j. CJCSI 6212.01 Series, "Interoperability and Supportability of Information Technology and National Security Systems"

k. DoDD 8320.02, 5 August 2013, "Data Sharing, Information, and Information Technology Services in the Department of Defense"

l. Joint Publication 1, "Doctrine for the Armed Forces of the United States" 25 March 2013

m. CJCSI 3170.01 Series, "Joint Capabilities Integration and Development System"

n. CJCSM 3170.01 Series, "Joint Capabilities Integration and Development System"

o. CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States"

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q. DoDI 3020.47, 29 January 2009, "DoD Participation in the National Exercise Program (NEP)"

r. CJCSI 5120.02 Series, "Joint Doctrine Development System"

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t. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy (EPMEP)"

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v. SG(2008)0806 INV, 31 October 2008, "NATO Lessons Learned Policy"

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GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS
Items marked with an asterisk (*) *have definitions in PART II*

ACO	Allied Command Operations
AOR	area of responsibility
CCMD	combatant command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CoP	community of practice
CSA	combat support agency
DD	Deputy Directorate
DJ-7	Director for Joint Force Development, Joint Staff
DJS	Director, Joint Staff
DJSM	Director, Joint Staff Memorandum
DoD	Department of Defense
DoDD	DoD directive
DoDI	DoD instruction
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
FJFD	Future Joint Force Development
GO/FO/SES	General Officer/ Flag Officer/ Senior Executive Service
IAW	in accordance with
IC	Issue Coordinator*
ILLC	International Lessons Learned Conference
IRP	issue resolution process
JALLC	Joint Analysis and Lessons Learned Centre
JCIDS	Joint Capabilities Integration and Development System
JCOA	Joint and Coalition Operational Analysis
JDDC	joint doctrine development community
JDDP	Joint Doctrine Development Process
JEP	Joint Exercise Program
JFD	Joint Force Development
JFEC	Joint Faculty Education Conference
JLA	Joint Lesson Advisory*
JLLC	Joint Lessons Learned Conference

JLLD	Joint Lessons Learned Division
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
JLLPR	Joint Lessons Learned Program Review
JLLS	Joint Lessons Learned Specialist
JLM	Joint Lesson Memorandum*
JP	joint publication
JROC	Joint Requirements Oversight Council
JS	Joint Staff
JTIMS	Joint Training Information Management System
JTS	Joint Training System
LL GOSC	Lessons Learned General Officer Steering Committee*
LM	Lesson Manager
NATO	North Atlantic Treaty Organization
NEP	National Exercise Program
NG	National Guard
NGB	National Guard Bureau
NIPRNET	non-secure internet protocol router network
OPR	office of primary responsibility
OSD	Office of the Secretary of Defense
POC	point of contact
RFF	request for feedback
SACT	Supreme Allied Commander Transformation
SecDef	Secretary of Defense
SIPRNET	secure internet protocol router network
SME	subject matter expert
TOR	terms of reference
U.S.	United States
U.S.C.	United States Code
USCG	United States Coast Guard
USG	United States Government

GLOSSARY

PART II-DEFINITIONS

Unless otherwise stated, these terms and their definitions are for the purpose of this instruction only.

active collection. Activities specifically generated to collect information on specific operations, events, and exercises, conducted on-scene through direct observation, interviews, surveys, and collection of focused information.

after action report. A summary report which identifies key observations and how to correct deficiencies, sustain strengths, and focus on performance of specific mission essential tasks. Also called AAR.

best practice. A validated method or procedure which has consistently shown results superior to those achieved with other means, and appears to be worthy of replication.

direct support. A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. (JP 1-02, SOURCE: JP 3-09.3)

finding. A concise statement summarizing a capability to be sustained, improved, or developed; or a deficiency requiring corrective action.

general support. That support, which is given to the supported force as a whole and not to any particular subdivision thereof. (JP 1-02, SOURCE: JP 3-09.3)

issue. An observed, analyzed, interpreted, and evaluated shortcoming, deficiency, or problem that precludes performance to standard and requires resolution-focused problem solving.

issue coordinator. An individual who tracks issues through the issue resolution workflow, assigning OPRs and SMEs to facilitate coordination, collaboration, and issue resolution. Also called IC.

JLLIS community of practice. Established to facilitate the communication and exchange of information between different organizations with like responsibilities, concerns, or issues. Also called JLLIS CoP.

joint lesson advisory. A document that provides a concise summary of the lesson description, process history, resolution efforts, and institutionalization efforts to facilitate dissemination and leadership reporting. Also called JLA.

Joint lesson memorandum. A tool used by organization leadership to inform the Joint Staff of critical lessons requiring Joint Staff analysis and resolution venue. Also called JLM.

lesson(s). Validated observation(s) that summarize a capability, process, or procedure, to be sustained, disseminated, and replicated (best practice); or that identifies a capability shortfall requiring corrective action (issue). The term is used when applicable to both issues and best practices and to maintain consistency with NATO partner terminology.

lesson learned. A resolved issue or best practice that improves military operations or activities at the strategic, operational, or tactical level; results in an internalized change to capability, process, or procedure; is appropriately institutionalized to improve warfighting capabilities.

Lessons Learned General Officer Steering Committee. A G/FO/SES executive steering committee that determines final disposition on issues forwarded by lower level review boards; provides advice and direction on the integration of critical issues across the DOTMLPF-P spectrum; and directs key staff elements or proponents to take corrective action or implement identified successes into plans of instruction. Also called LL GOSC.

observation. Notes or comments on an operation, event, or exercise from the perspective of the person(s) who perceived or experienced it first-hand.

passive collection. Activities not limited by time, location, personnel training, or event that consist of collecting and reviewing information from outside sources.