



UNCLASSIFIED CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7

DISTRIBUTION: A, B, C, S

CJCSI 3150.25H
30 December 2021

JOINT LESSONS LEARNED PROGRAM

References:

See Enclosure F

1. Purpose. Establish Chairman of the Joint Chiefs of Staff (CJCS) policy, guidance, and responsibilities for the Joint Lessons Learned Program (JLLP).
2. Superseded/Cancellation. CJCSI 3150.25G, dated 31 January 2018, "Joint Lessons Learned Program," is superseded by this publication.
3. Applicability. This instruction applies to the Joint Staff (JS), Combatant Commands (CCMDs), National Guard Bureau (NGB), Services, Combat Support Agencies (CSAs), Chairman's Controlled Activities (CCAs), and other joint organizations. It 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 (LL) programs, to include the U.S. Coast Guard (USCG) and the National Oceanic and Atmospheric Administration (NOAA).
4. Policy. See Enclosure B.
5. Definitions. See Glossary.
6. Responsibilities. See Enclosure D.
7. Summary of Changes.
 - a. Reorders Enclosure A for ease of understanding.
 - b. Refines the function of the Joint Lessons Learned Information System (JLLIS) throughout the lessons learned process.
 - c. Modifies the Joint Lessons Learned Process to reflect dissemination as an ongoing activity.

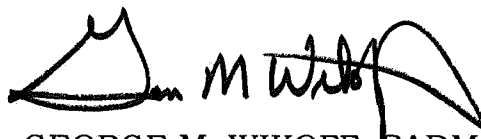
UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

- d. Refines the definitions of observations, issues, best practices, and lessons learned, and deletes the use of lesson.
 - e. Refines the definition of passive collection.
 - f. Reflects change of Joint Lessons Learned Conference to Joint Lessons Learned Working Group.
 - g. Simplifies guidance on multinational and interagency engagement.
 - h. Refines JS J-7 collection and analysis responsibilities.
 - i. Adds responsibilities from new reference w.
 - j. Adds a Joint Force Issue Resolution Process.
 - k. Refines the LL General Officer Steering Committee (GOSC) requirements.
 - l. Changes lessons learned responsibilities to reflect internal reorganization with JS.
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.jcs.mil/library>>. 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:



GEORGE M. WIKOFF, RADM, USN
Vice Director, Joint Staff

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

Enclosures:

- A – The Joint Lessons Learned Program
- B – Policy
- C – Guidance
- D – Responsibilities
- E – Lessons Learned General Officer Steering Committee
- F – References
- GL – Glossary

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

DISTRIBUTION

Distribution A, B, C plus the following:

	<u>Copies</u>
Secretary of State.....	1
Secretary of Defense.....	1
Secretary of Homeland Security	1
Director of Central Intelligence	1
President, National Defense University	1
Commandant, National War College	1
Commander, Air University	1
Commandant, Eisenhower School	1
Commandant, Army War College.....	1
President, Naval War College.....	1
Commandant, Air War College	1
President, Marine Corps University	1
Commandant, Joint Forces Staff College	1
Commandant, Army Command and General Staff College	1
Commandant, United States Coast Guard.....	1
Chief, National Guard Bureau.....	1
Director, Center for Complex Operations.....	1

OPR for the subject directive has chosen electronic distribution to the above organizations via E-mail. The Joint Staff Information Management Division has responsibility for publishing the subject directive to the SIPR and NIPR Joint Electronic Library web sites.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

TABLE OF CONTENTS

ENCLOSURE A – THE JOINT LESSONS LEARNED PROGRAM	A-1
Overview	A-1
JLLP Process	A-1
JLLP Information Management	A-3
JLLP Community of Practice	A-3
ENCLOSURE B – POLICY	B-1
Overview	B-1
Joint Capability Development	B-1
Joint Force Development & Design	B-1
JLLP Community of Practice Management	B-3
Joint Lessons Learned Working Group	B-3
ENCLOSURE C – GUIDANCE	C-1
General Guidance	C-1
Multinational Lessons Learned Engagement	C-1
Interagency Lessons Learned Engagement	C-2
ENCLOSURE D – RESPONSIBILITIES	D-1
Chairman of the Joint Chiefs of Staff	D-1
Director, Joint Staff	D-1
Director for Joint Force Development, Joint Staff	D-1
Joint Staff Directorates	D-2
Combatant Commands and Combat Support Agencies	D-3
Services	D-3
National Guard Bureau	D-5
United States Coast Guard	D-5
Other OSD and DoD Components	D-6
Lesson Managers	D-6
JLLIS Administrators	D-7
ENCLOSURE E – LESSONS LEARNED GENERAL OFFICER STEERING COMMITTEE	E-1
Purpose	E-1
Organization	E-1
Membership	E-1

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

Functions	E-1
Responsibilities	E-2
ENCLOSURE F – REFERENCES.....	F-1
GLOSSARY	GL-1

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

ENCLOSURE A

THE JOINT LESSONS LEARNED PROGRAM

1. Overview. Title 10, U.S. Code, section 153 (a)(6)(E), requires the CJCS to formulate policy for gathering, developing, and disseminating joint lessons learned for the armed forces. The JLLP is a knowledge management and continuous improvement program that supports organizational learning from experience gained in joint operations, training events, exercises, experiments, wargames, and other activities, as well as historic data. The program's primary objective is to enhance Joint Force readiness and effectiveness, and contribute to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) across the Joint Force. The JLLP accomplishes the CJCS's responsibility through building a community across the joint force which executes a five phase process of discovery, validation, resolution, evaluation, and dissemination.

2. The JLLP Community of Practice. The JS J-7 leads the JLLP Community of Practice (JLLP CoP). It is composed of lessons learned organizations and programs from OSD, the JS, Services, NGB, USCG, NOAA, CCMDs, CSAs, and CCAs. JLLP CoP members support the priorities and equities of their respective organizations and, when appropriate, contribute information that improves joint capabilities and readiness.

a. Effective relationships among lessons learned organizations promotes complementary discovery, validation, resolution, evaluation, and dissemination of lessons learned throughout the armed forces and partner organizations. The JLLP CoP creates an environment where stakeholders freely share information without unwarranted restrictions to effect positive changes for the Joint Force.

b. The JLLP CoP collaborates with interagency, multinational, and non-governmental lessons learned communities to foster mutual understanding and enhance interoperability. Although each organization's program is unique, the JLLP seeks to be mutually supportive of other processes, with a common managed information system that produces relevant, timely, and shareable lessons learned.

3. JLLP Information Management. Members of the JLLP CoP and other organizations participating in the JLLP coordinate activities and collaboratively exchange information (e.g., observations, best practices, issues, and recommendations) using the JLLIS to the maximum extent possible. Effective information exchange contributes to the improvement of globally integrated operations (GIO) within the DoD, and unity of effort with other USG

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

departments and agencies, non-governmental organizations, and allies and partners.

a. JLLIS is the DoD system of record for gathering, developing, and disseminating joint lessons learned for the armed forces. It enables JLLP information and knowledge management. The JLLIS facilitates the collection, tracking, management, sharing, collaborative resolution, dissemination, and archiving of information to improve the development, design and readiness of the Joint Force. Organizational Lessons Managers (LMs) and JLLIS administrators facilitate and promote the use of the JLLIS within their organizations, as described in Enclosure D.

b. The sharing of joint lessons learned information between the DoD, USG departments and agencies, allies and partners, and other non-DoD partners occurs in accordance with (IAW) DoD and CJCS policies. Specifically, information contained within the JLLIS is governed by DoD and CJCS policies regarding information sharing, network security, and foreign disclosure (references c-h).

4. JLLP Process. The JLLP's five phase process of discovery, validation, resolution, evaluation, and dissemination (as an ongoing activity) allows the assessment of observations from operations, activities, exercises, experiments, and wargames as potential joint lessons learned. These five phases align with the CJCS's responsibilities outlined in title 10 to gather, develop, and disseminate lessons learned as reflected in Figure 1. Reference b provides a detailed explanation of each phase.

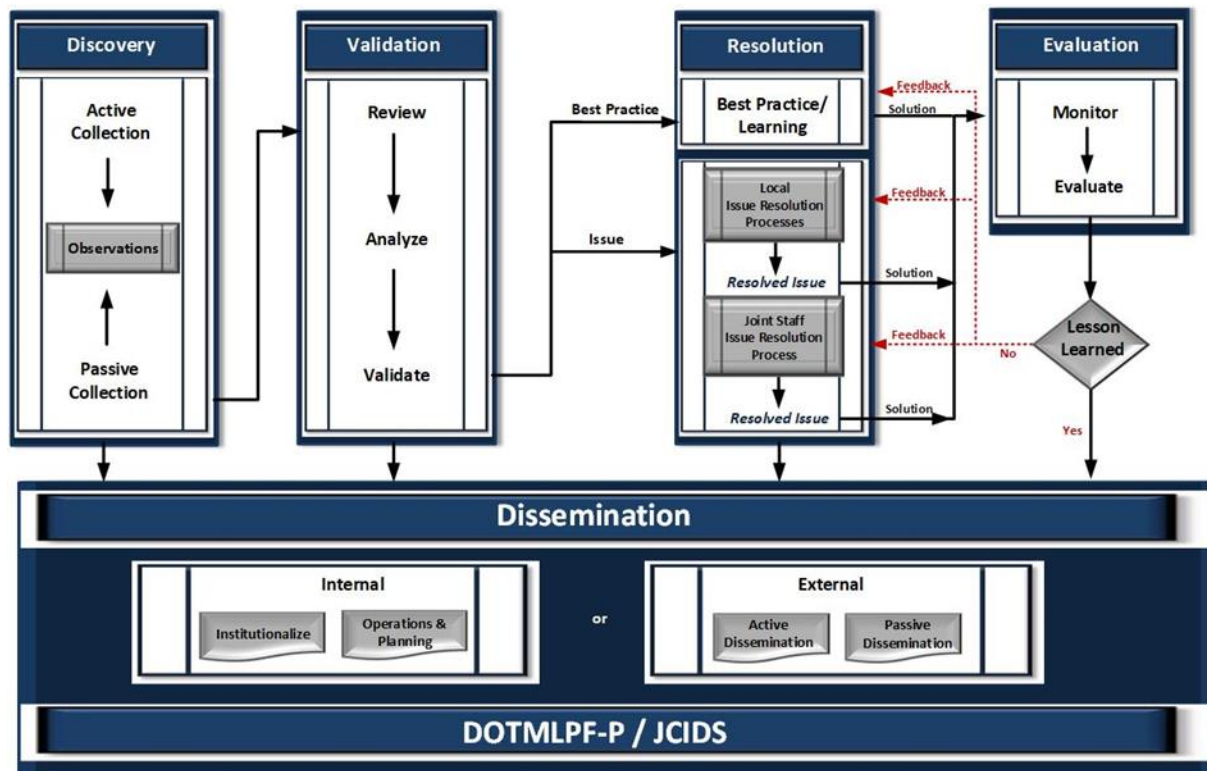


Figure 1. The Joint Lessons Learned Program Process

5. Organizational-level programs are to be tailored to best meet local needs, while maintaining compatibility with the JLLP process, disseminating information, and implementing a sequence of phases that culminate in the institutionalization and operationalization of lessons learned across the JLLP CoP. Interoperability of design is also necessary to enable the JLLP to support a whole-of-government effort through collaboration and sharing lessons learned information with other USG departments and agencies, non-governmental organizations, and allies and partners.

a. Discovery Phase. As illustrated in Figure 1, the JLLP process begins with the discovery phase, which focuses on initial information gathering using multiple sources and approaches, including active and passive collection of raw information about the planning, execution, and assessment of an operation, exercise, experiment, wargame, or other event. Active collection involves a dedicated and prioritized collection effort during an event to capture direct observations and/or conduct personal interviews. Passive collection indirectly gathers observations through JLLIS, other sources, and/or event participants. The observations, from either or both collection method, are gathered in the JLLIS to provide the basis for further analysis into why something requires change or needs to be sustained. The output of the discovery phase consists of

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

one or more observations that may be candidates for further action within the JLLP process.

b. Validation Phase. As illustrated in Figure 1, organizations validate the observations in the JLLIS to determine which ones should be placed in a published status, making them visible to all authorized JLLIS users. During the validation phase, the organization identifies analysts to review the observations submitted from within their organization to determine if there are accurate and relevant, and if they are potential issues or best practices that may contribute to improved future performance. Validation analysis includes identification of the root cause(s) associated with each observation, consideration of recommended corrective actions, and assessment of applicability beyond the immediate situation and/or organization. Validation analysis also seeks to identify the correct Office of Primary Responsibility (OPR) to coordinate with subject matter experts (SMEs) and manage the best practice and/or issue through the JLLP process. The Validation Phase concludes with the organization elevating an observation, or a combined group of related observations, into an issue or best practice suitable for the Resolution Phase. Organizations may return observations requiring additional analysis or data to the discovery phase. Observations in which the solution is neither currently feasible nor suitable should continue to reside in the JLLIS in a published status for future reference.

c. Resolution Phase. As illustrated in Figure 1, during this phase, each issue is traced to one or more root cause(s). The OPR, in coordination with appropriate SMEs, reviews potential solutions to determine their feasibility and suitability, and then develops an action plan to ensure they are institutionalized through organizational force development and design processes. During the resolution phase, the OPR is assigned in the JLLIS to coordinate actions and ensure they are documented for future reference. IAW reference b, should the submitting organization determine that issue resolution requires Joint Staff action, they will submit a Joint Lesson Memorandum (JLM). Additionally, the JLLIS facilitates collaboration or lateral transfer of issues amongst JLLP CoP participants. Resolved issues and best practices then proceed to the evaluation phase.

d. Evaluation Phase. As illustrated in Figure 1, during the evaluation phase, OPRs monitor and evaluate resolved issue solutions and best practices against established criteria identified by submitting organization SMEs. Solutions or best practices meeting established organizational criteria are documented appropriately in the JLLIS and updated to a “lesson learned” for dissemination. OPRs may return those not meeting the evaluation criteria to the resolution phase for further analysis and action.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

e. Dissemination Phase. Dissemination can take place during each phase of the JLLP process to share information to the widest possible audience, consistent with security classification and dissemination controls. To ensure lessons learned information reaches the widest audience, both active (push) and passive (pull) dissemination methods are used. The goal is to operationalize corrective actions and best practices through improvement of capabilities and/or performance during operations and planning. This operationalization is accomplished through the Joint Capabilities Integration and Development System (JCIDS), other DOTMLPF-P processes, planning processes, as well as organizational learning throughout the DoD, non-DoD interagency, and other mission partners. Proper dissemination and sharing of lessons learned information, at the appropriate level, is an essential element to the overall success of the JLLP.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

ENCLOSURE B

POLICY

1. Overview. Reference a prescribes, subject to the authority, direction, and control of the President and the Secretary of Defense (SecDef), that the CJCS will be responsible for, “formulating policies for gathering, developing, and disseminating joint lessons learned for the armed forces.”

a. This instruction establishes the JLLP as the means of fulfilling the CJCS’s Title 10 responsibility regarding lessons learned. The JLLP is a knowledge management and continuous improvement program that supports organizational learning from experience gained in joint operations, training events, exercises, experiments, wargames, and other activities, as well as historic data. Identifying, institutionalizing, and operationalizing this knowledge improves the readiness and performance of the armed forces across the full range of joint operations throughout the continuum of competition. The JLLP provides a framework, common terminology, and linkages to current joint operations, joint capability development, and future joint force development and design.

2. Joint Capability Development. Joint capabilities are developed to enable organizations to meet their roles, missions, and functions in current and future joint operations. When a validated capability gap or shortfall is identified as part of the JLLP process, it may lead to further analysis and development of JCIDS documentation that support validation of a joint capability requirement. (references i and j).

3. Joint Force Development and Design. Joint Force Development and Design (JFDD) is the preparation of individual members and units of the armed forces to operate effectively as a joint force (reference k). This is done through the integration of capabilities provided by the Services in their role to organize, train, and equip the force. JFDD is a continuous, knowledge-based, and integrated process consisting of several sub-processes outlined below that are supported or informed by the JLLP.

a. Joint Training. The CJCS’s Title 10 responsibilities for global integration, to formulate policies and technical standards, and execute actions for joint training of the Armed Forces are accomplished via the Joint Training System (JTS) process consisting of four interrelated and repeatable phases: requirements, plans, execution, and assessment. These phases are designed to prepare the joint force and/or JS to respond to strategic, operational, or tactical requirements considered necessary by the CJCS and CCMDs to

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

execute their assigned or anticipated missions in support of the *National Military Strategy* and GIO. The JLLP will be integrated into each phase of the JTS process and applied during planning, execution, and assessment of exercise programs. Exercises, wargames, and experiments are a major source of observations, which comprise a valuable resource that can improve the exercise program, as well as support planning and execution of future operations (references l thru o).

(1) Joint Exercise Program. The Joint Exercise Program (JEP) is a principal means for CCMDs to maintain trained and ready forces, exercise contingency plans, support theater campaign plan engagement activities, and further joint force development and design. The JLLP will be integrated into the JEP throughout the joint event life cycle. Under the deliberate observation validation process, CCMDs will capture, validate, and share observations not later than 45 days after the end of an exercise. Observations are entered directly into the JLLIS, or imported from an alternate collection source, such as the Joint Training Information Management System (JTIMS) or a formatted the JLLIS spreadsheet (references l thru n).

(2) Chairman's Exercise Program. The Chairman's Exercise Program is a means for the CJCS, through the JS, to coordinate OSD, DoD component, and interagency participation in strategic national-level joint and globally integrated exercises. Overarching and crosscutting observations from these exercises will be entered directly into the JLLIS or imported from other systems such as JTIMS no later than 45 days after conclusion of the exercise (references l thru n).

(3) National Exercise Program. The National Exercise Program (NEP) is a White House-led exercise framework that forms the basis for coordination of exercises across federal, state, local, tribal, and territorial government agencies. After a NEP exercise concludes, and in compliance with Department of Homeland Security and Federal Emergency Management Agency requirements, participating DoD components will provide observations to the DoD designated representative via the JLLIS (reference o).

b. Joint Doctrine. The JLLP provides lessons learned input to the joint doctrine development process. As these inputs are incorporated into joint doctrine, they become institutionalized for application in joint operations (references q and r).

c. Joint Education. The JLLP provides valuable means of using the experiences of the operating forces to inform future leaders via joint professional military education (JPME). The JLLP may be incorporated into

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

Senior Leader Education, Senior Enlisted JPME, Joint PME, and Service PME via multiple venues such as policy review, curricula review, and Special Areas of Emphasis (references s and t).

d. Joint Concept Development. Joint Warfighting Concepts describe methods for employing joint force capabilities to achieve stated objectives or aims within the context of a specified environment or against specified joint force challenges. Lessons learned, along with strategic guidance, joint and Service doctrine, studies, training and exercise reports, and scholarly journals, provide the concept writing team with as complete a picture as possible of the operational framework within which the concept must fit. Observations and lessons learned from concept evaluation efforts, wargames and experiments are captured within the JLLIS to support concept refinement and follow-on testing and assessment (reference t).

4. JLLP CoP Management. The JLLP CoP is comprised of distributed elements, each with unique areas of focus, brought together through common interest in improving the effectiveness of joint military operations and supporting a whole-of-government approach. The JS J-7 provides and maintains key mechanisms to facilitate the integration of this diverse community. This instruction and its accompanying manual (reference b) provide policy and guidance for managing the JLLP CoP, including the use of the JLLIS.

5. Joint Lessons Learned Working Group. The joint lessons learned community meets face-to-face annually during the Joint Lessons Learned Working Group (JLLWG) as part of the Joint Training Synchronization Conference. This venue provides a unique opportunity to collaborate, share program updates, and develop processes and procedures in support of the JLLP. In addition to the JLLWG, the joint lessons learned community meets virtually quarterly during the Joint Lessons Learned Program Review to discuss near-term issues of common concern.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

ENCLOSURE C

GUIDANCE

1. General Guidance. To achieve its greatest effect, the JLLP interacts formally and informally with organizations outside the JLLP CoP. Joint lessons learned will be shared with potential mission partners from the U.S. interagency, multinational, and non-governmental organization communities to the maximum extent allowed by security policy and mutual interest.
2. Multinational Lessons Learned Engagement. JLLP CoP members are encouraged to participate in multinational lessons learned forums consistent with their geographic or functional area of responsibility in accordance with organizational foreign disclosure guidance. The JS J-7 will represent the JLLP CoP in multinational and bilateral forums when an authoritative policy position is required.
3. Interagency Lessons Learned Engagement. JLLP CoP members are encouraged to participate in interagency lessons learned forums consistent with their geographic or functional area of responsibility. The JS J-7 will represent the JLLP CoP in interagency forums when an authoritative policy position is required.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

ENCLOSURE D

RESPONSIBILITIES

1. Chairman of the Joint Chiefs of Staff. The CJCS is responsible for formulating policies for gathering, developing, and disseminating joint lessons learned for the armed forces (reference a).
2. Director, Joint Staff
 - a. Ensures cross-directorate JS support for the JLLP (references u–w).
 - b. Serves as the governing authority for the Joint Staff Issue Resolution Process (JS IRP), to include the LL GOSC (Enclosure E).
 - c. Serve as the convening authority for the Joint Force Issue Resolution Process (JF IRP) (reference x), to include the LL GOSC (Enclosure E).
 - d. Coordinate JLLP-related JS activities with OSD (reference x).
3. Joint Staff Director for Joint Force Development, J-7. The Director for Joint Force Development, J-7 (DJ-7):
 - a. On behalf of the CJCS, formulates policies for the JLLP.
 - b. Develops and staffs the Program Objective Memorandum inputs to ensure the Joint Staff JLLP execution tasks are adequately resourced via Joint Staff Direct Operations and Maintenance funds.
 - c. Provides the primary and alternate LMs for the JS (reference v).
 - d. Ensures that lessons learned are integrated with all elements of joint force development and design and, as appropriate, with joint capability development, both material and non-material.
 - e. As necessary, or when directed, conducts discovery, validation, resolution, evaluation, and dissemination activities for selected CJCS-designated operations, exercises, or other events.
 - f. Provides collection, analysis, and production capability, which includes:
 - (1) Active collection teams to conduct on-site collection of observations and supporting data.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

(2) Passive collection teams to receive, review and analyze lessons learned data collected in the JLLIS.

g. Manages the JS IRP (reference u), to include execution of the LL GOSC when required (Enclosure E).

h. Manages the JF IRP (reference x), to include execution of the LL GOSC when required (Enclosure E).

i. Provides JLLP contributions to CJCS assessments, including the Annual Joint Assessment, the Capability Gap Assessment, and others as required (reference y).

j. Manages all aspects of the JLLIS program, including appointment of a JLLIS program manager, coordination of the JLLIS Configuration Management Board, and providing JLLIS training to the JLLP CoP (references c through h).

k. Provides training support to assist JS Directorates, CCMDs, Services, NGB, CSAs, CCAs and others in developing internal lessons learned programs and processes.

l. Liaises and coordinates with OSD staff (references n and x).

m. Maintains a proactive JLLP engagement capability to coordinate outreach with U.S. interagency and multinational allies and partners, to include providing U.S. joint military representation at interagency and multinational lessons learned forums as required to represent the JLLP on policy issues.

4. Joint Staff Directorates

a. Appoint an O-6 planner, and primary and alternate action officer (AO), to support the JLLP (reference u) to participate in and support the JS IRP and its supporting LLWGs (reference b), to include the LL GOSC when required (Enclosure E).

b. Provide functional SMEs as required in support of the JS IRP (reference b).

c. Appoint a directorate JLLIS LM.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

d. Establish a local process to collect, validate, resolve, and share directorate-level issues and best practices.

e. Attend and support the JLLWG as mission requirements and resources permit.

5. Combatant Commands, Combat Support Agencies, and Chairman's Controlled Activities. The CCMDs, CSAs, and CCAs, with the exception of JPME institutions, will provide and maintain JLLP support for geographic and functionally specific lessons learned activities. The CCMDs, CSAs and CCAs will:

a. Execute lessons learned collection activities for operations, exercises, experiments, wargames and other relevant events within their responsibility.

b. Support local and JLLP lessons learned processes by capturing and sharing observations in the JLLIS not later than 45 days after the end of suitable exercises, operations, or events. Observations may be entered directly into the JLLIS or imported from an alternative collection source such as the JTIMS.

c. Appoint an LM.

d. Appoint a JLLIS administrator.

e. Support CJCS-directed lessons learned collection requirements (reference b).

f. When anticipated collection requirements exceed local resources, submit a request for JS active collection support (reference b).

g. When encountering joint issues that require external resolution support, submit a JLM to JS J-7 (reference b).

h. Participate in the JF IRP (reference x), to include the LL GOSC when required (Enclosure E).

i. Attend and support the JLLWG as mission requirements and resources permit.

6. Services. The Services provide and maintain JLLP support for Service specific activities, as well as tactical, operational, and strategic lessons learned through their internal processes. In support of the JLLP, the Services will:

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

- a. Appoint an LM.
- b. Appoint a JLLIS administrator.
- c. Conduct a Service lessons learned program. Employ local processes to resolve internal findings, share, and integrate issues or best practices, to include, but not limited to:
 - (1) Execute 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) Provide passive collection and processing to include designation of review, validation, and release authorities for internal JLLP activities.
 - (3) Submit issues or best practices requiring external resolution or institutionalization directly to the JS or other functional organizations for potential integration across the force via a JLM.
 - (4) Participate in the JF IRP (reference x), to include the LL GOSC when required (Enclosure E).
 - (5) Coordinate 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) CCMD 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 are encouraged to out-brief the CCMD or respective Service component upon completion of their mission.
- d. Attend the JLLWG as mission requirements and resources permit.

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

7. National Guard Bureau. The NGB provides and maintains JLLP support for NGB specific activities, as well as tactical, operational, and strategic lessons learned through their processes. The NGB will:

- a. Appoint an LM.
- b. Appoint a JLLIS administrator.
- c. Participate in the JF IRP (reference x), to include the LL GOSC when required (Enclosure E).
- d. Conduct the NGB lessons learned program, with local processes to resolve internal findings, share, and integrate issues or best practices, to include, but not limited to:

- (1) Coordinate and execute active collection through interviews and direct observation of NGB activities and State National Guard operations, events, and exercises. When NGB-level active collection requirements exceed NGB capabilities, the NGB may request support from other commands, Services, or other agencies.

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

- (3) Submit issues or best practices requiring external resolution or institutionalization directly to the JS or other functional organizations for potential integration across the force via a JLM.

- (4) Coordinate NGB active collection activities within a State National Guard (NG) commander's area of responsibility, to include NG operations, events, and exercises. This coordination can include NG Joint Force Headquarters-State and any NG Joint Task Force-State.

- e. Attend the JLLWG as mission requirements and resources permit.

8. U.S. Coast Guard. The USCG provides and maintains JLLP support for USCG-specific activities, as well as tactical, operational, and strategic "lessons learned" 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.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

- b. Appoint a JLLIS administrator.
- c. Participate in the JLLP.
- d. Participate in the JF IRP (reference x), to include the LL GOSC when required (Enclosure E).
- e. Attend the JLLWG as mission requirements and resources permit.

9. National Oceanic and Atmospheric Administration. NOAA provides and maintains JLLP support for NOAA-specific activities, as well as tactical, operational, and strategic “lessons learned” through their internal processes. The NOAA 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 NOAA may:

- a. Appoint an LM.
- b. Appoint a JLLIS administrator.
- c. Participate in the JLLP.
- d. Participate in the JF IRP (reference x), to include the LL GOSC when required (Enclosure E).
- e. Attend the JLLWG as mission requirements and resources permit.

10. OSD and other DoD Components. Other entities in DoD may provide and maintain JLLP support for their specific activities, as well as tactical, operational, and strategic lessons learned through their processes. If they elect to participate, they should:

- a. Appoint an LM.
- b. Appoint a JLLIS administrator.
- c. Conduct their lessons learned program with local processes to resolve internal findings, share, and integrate issues into the JLLP, to include, but not limited to:

(1) Execute active collection through direct observation of their activities.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

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

(3) Submit issues or best practices requiring external resolution or institutionalization directly to the JS or other functional organizations for potential integration across the force via a JLM.

(4) Coordinate active collection activities within applicable domains of authority and responsibility.

d. Participate in the JF IRP (reference x), to include the LL GOSC when required (Enclosure E).

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

11. Lesson Managers

a. Serve as organizational-level SME on the JLLP; manage organizational-level lessons learned program, to include JLLIS training.

b. Review, validate, and publish JLLIS information entered by their respective organization.

c. Monitor and report progress when assigned as OPR for issue resolution.

d. Disseminate JLLP products within their respective organization.

e. Coordinate collection activities within their respective organization and, when applicable, collection support teams.

12. JLLIS Administrators. JLLIS administrators are the primary JLLIS SMEs and points of contact, and present the single, unified position of their organization for JLLIS configuration management. Additional responsibilities include:

a. Represent parent organization on the JLLIS Configuration Management Board and other project reviews.

b. Articulate parent organization's JLLIS requirements.

c. Act as the focal point for emergent parent organization JLLIS issues or new requirements related to respective missions and needs.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

- d. Administer, train and support the parent organization's JLLIS users.
- e. Participate in the assessment and validation of JLLIS capabilities.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

ENCLOSURE E

LESSONS LEARNED GENERAL OFFICER STEERING COMMITTEE

1. Purpose. The LL GOSC is a vital issue resolution capability of the CJCS's JLLP. The LL GOSC may be used, in coordination with other Senior Leader oversight processes, to support the JS IRP or JF IRP. This enclosure clarifies and formalizes the organization, membership, functions, and responsibilities of the LL GOSC.

2. Organization

a. The LL GOSC consists of general and flag officers and Senior Executive Service civilians (GO/FO/SES) representing members of the JLLP CoP. Under the authority of the DJS, DJ-7 convenes the LL GOSC as required and tailors desired membership to support either the JS IRP or the JF IRP. DJ-7 manages and oversees the LL GOSC. The J-7 Deputy Director for Joint Training chairs meetings of the LL GOSC on behalf of the DJ-7.

b. AO-level and O-6 planner-level Lessons Learned Working Groups (LLWG) support the LL GOSC. The LLWGs verify that issues and information presented to the LL GOSC have been staffed appropriately, and that every attempt has been made to resolve issues at the lowest possible level. The LLWGs monitor progress of validated issues raised by the LL GOSC. The O-6 planner-level LLWG informs the LL GOSC when validated issues are resolved, and recommends the committee close them.

3. Membership. Membership of the LL GOSC may include:

a. Directorates and agencies of the Joint Staff, including CCAs.

b. Headquarters-level lessons learned organizations from the CCMDs, the Services, the NGB, the USCG, NOAA, and CSAs, invited to attend and participate as required based on agenda topic.

c. OSD principal staff assistants, invited to attend and participate as required based on agenda topic.

4. Functions. The LL GOSC serves as the principal military advisory forum for the resolution of joint cross-cutting issues—at the strategic and operational level—arising from observations identified in joint operations, exercises, and other events. It informs joint force and joint capability development systems and processes through military advice, assessments, and recommendations

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

regarding the institutionalization of lessons learned and solutions to joint issues.

5. Responsibilities

a. Joint Staff Director for Joint Force Development, J-7

- (1) Provide management oversight of the LL GOSC.
- (2) Integrate lessons learned with all elements of joint force development and design.

b. Deputy Director for Joint Training, Joint Staff J-7

- (1) Chairs the LL GOSC on behalf of the DJ-7.
- (2) Approves agenda topics and content for LL GOSC meetings.
- (3) Designates an OPR for validated joint issues for resolution, in coordination with LL GOSC members.
- (4) Provide a secretary and secretariat (JLL Division) to coordinate all aspects of support for each meeting.

c. JS J-7 JLL Division Chief

- (1) Chair the O-6 planner LLWG.
- (2) Designate a chair and oversees the management of the AO LLWG.

d. Joint Staff Directorates

- (1) When required, attend LL GOSC meetings, either personally or through a designated representative with decision authority.
- (2) Participate in collaborative discussion and decision-making.
- (3) When designated as OPR for issue resolution, oversee development and execution of an action plan, providing periodic updates on resolution status.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

e. Service, NGB, USCG, NOAA, CSA, and CCMD Members

(1) When required, attend LL GOSC meetings, either personally or through a designated representative with decision authority.

(2) Participate in collaborative discussion and decision-making.

(3) Nominate agenda topics based on issues gathered by their own organizations.

f. Office of the Under Secretary of Defense for Policy

(1) Coordinates OSD participation in the JLLP and LL GOSC (reference y).

(2) When required, attends LL GOSC meetings or designates a representative with decision authority to attend the meetings.

(3) Participates in collaborative discussion and decision-making.

(4) Nominates agenda topics based on issues gathered by OSD.

(5) Coordinates with applicable OSD offices to provide applicable observations from the NEP to the LL GOSC for validation and resolution. These will be nominated to the Under Secretary of Defense for Policy for inclusion in the consolidated list of DoD best practices and/or issues for release to partners outside the DoD (reference o).

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

(INTENTIONALLY BLANK)

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

ENCLOSURE F

REFERENCES

- a. Title 10, U.S. Code, Section 153
- b. CJCSM 3150.25 Series, “The Joint Lessons Learned Program”
- c. DoDI 5220.22 Series, “National Industrial Security Program”
- d. DoDI 8110.01 Series, “Mission Partner Environment (MPE) Information Sharing Capability Implementation for the DoD”
- e. Executive Order 13526, 29 December 2009, “Classified National Security Information”
- f. DoDI 8500.01 Series, “Cybersecurity”
- g. DoDI 8330.01 Series, “Interoperability Information Technology (IT), Including National Security Systems (NSS)”
- h. DoDI 8320.02 Series, “Sharing, Data, Information, and Information Technology (IT) Services in the Department of Defense”
- i. “Manual for the Operation of the Joint Capabilities Integration and Development System (JCIDS)”
- j. CJCSI 5123.01 Series, “Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration System (JCIDS)”
- k. Joint Publication 1, Incorporating Change 1 of 12 July 2017, “Doctrine for the Armed Forces of the United States,” 25 March 2013
- l. CJCSM 3511.01 Series, “Joint Training resources for the armed Forces of the United States.”
- m. CJCSI 3500.01 Series, “Joint Training Policy for the Armed Forces of the United States”
- n. CJCSM 3500.03 Series, “Joint Training Manual for the Armed Forces of the United States”

UNCLASSIFIED

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

- o. DoDI 3020.47 Series, “DoD Participation in the National Exercise Program,”
- p. CJCSI 3010.02 Series, “Guidance for Developing and Implementing Joint Concepts”
- q. CJCSI 5120.02 Series, “Joint Doctrine Development System”
- r. CJCSM 5120.01 Series, “Joint Doctrine Development Process”
- s. CJCSI 1800.01 Series, “Officer Professional Military Education Policy”
- t. CJCSI 1805.01 Series, “Enlisted Professional Military Education Policy”
- u. DJSM 0084-16, 3 May 20, “Joint Staff Lesson Managers Appointment to the Joint Lessons Learned Program”
- v. JSM 5100.01 Series, “Organization and Functions of the Joint Staff”
- w. JSM 3150.25 Series, “Joint Staff Lessons Learned Program”
- x. Resolution of Lessons Identified in the COVID-19 Military Response In-Stride Review Report, GENADMIN Joint Staff J3 201417ZMAY21
- y. Deputy Secretary of Defense Memorandum, 6 November 2012, “Support to the Chairman’s Joint Lessons Learned Program”
- z. CJCSI 3100.01 Series, “Joint Strategic Planning System”

RELATED DOCUMENTS

- 1. CJCSI 3110.01 Series, “Joint Strategic Campaign Plan”

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

GLOSSARY

ABBREVIATIONS AND ACRONYMS

AAR	after action report*
AO	action officer
BP	best practice
CCMD	combatant command
CJCS	Chairman of the Joint Chiefs of Staff
CoP	Community of Practice
CSA	combat support agency
DJ-7	Director for Joint Force Development, Joint Staff
DJS	Director, Joint Staff
DoD	Department of Defense
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
GO/FO/SES	General Officer/ Flag Officer/ Senior Executive Service
IC	Issue Coordinator*
ILLC	International Lessons Learned Conference
JALLC	Joint Analysis and Lessons Learned Centre
JCIDS	Joint Capabilities Integration and Development System
JEP	Joint Exercise Program
JFDD	Joint Force Development & Design
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
JLLWG	Joint Lessons Learned Working Group
JLM	Joint Lesson Memorandum*
JPME	Joint Professional Military Education
JS	Joint Staff
JS IRP	Joint Staff Issue Resolution Process
JTIMS	Joint Training Information Management System
JTS	Joint Training System
LL	lessons learned
LL GOSC	Lessons Learned General Officer Steering Committee*
LLWG	Lessons Learned Working Group
LM	Lesson Manager

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

NATO	North Atlantic Treaty Organization
NEP	National Exercise Program
NGB	National Guard Bureau
NIPRNET	Non-Secure Internet Protocol Router Network
NOAA	National Oceanic and Atmospheric Administration
OASD(HD&GS)	Office of the Assistant Secretary of Defense for Homeland Defense and Global Security
OPR	office with primary responsibility
OSD	Office of the Secretary of Defense
SACT	Supreme Allied Commander Transformation
SME(s)	subject matter expert(s)
TOR	terms of reference*
USCG	United States Coast Guard
USG	United States Government

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

PART II-DEFINITIONS

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

active collection. On-site activities to collect information on specific operations, events, exercises, experiments, wargames or other relevant events conducted through direct observation, interviews, surveys, and other direct methods.

active dissemination. The method of proactively providing focused lesson learned products, such as the JLA, newsletters, weekly/monthly lessons learned roll ups, periodicals, lessons learned white papers, and targeted analysis reports, to specific target audiences.

after action report. A summary report that identifies key observations of deficiencies and strengths, and focuses on performance of specific mission essential tasks. May include issues requiring resolution to eventually becoming lessons learned. Also called AAR.

armed forces. Armed Forces of the United States. A term used to denote collectively all components of the Army, Marine Corps, Navy, Air Force, Space Force, and Coast Guard (when mobilized under title 10, U.S. Code, to augment the Navy).

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.

capability. The ability to complete a task or execute a course of action under specified conditions and with a measured level of performance.

capability requirement, joint. A capability required to meet an organization's roles, functions, and missions in current or future operations. To the greatest extent possible, capability requirements are described in relation to tasks, standards, and conditions in accordance with the Universal Joint Task List or equivalent DoD Component Task List. If a capability requirement is not satisfied by a capability solution, then there is also an associated capability gap. A requirement is considered to be "draft" or "proposed" until validated by the appropriate authority.

community of practice. A group of people who share a common craft and/or professions and learn how to do it better through regular interaction.

crosscutting. Linking traditionally separate or independent parties or interests.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

information management. The function of managing an organization's information resources for the handling of data and information acquired by one or many different systems, individuals, and organizations in a way that optimizes access by all who have a share in that data or a right to that information. Also called IM.

institutionalization. The implementation of improvements or changes across the Joint Force, resulting from a lesson learned via change to DOTMLPF-P or policy as determined by SMEs.

interagency. Of or pertaining to USG agencies and departments, including the DoD.

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

issue coordinator. A specified role in the JLLIS for the individual who stewards issues through the issue resolution workflow, assigning OPRs and SMEs to facilitate coordination, collaboration, and issue resolution. Also called IC.

issue resolution process. A sub-process used during the resolution phase, consisting of further analysis by the OPR and SMEs to develop an action plan to provide solution(s), and carry out that plan.

joint lesson memorandum. The means by which organization leadership informs the Joint Staff of critical issues requiring JS analysis and resolution. Also called a JLM.

knowledge management. An organization's deliberate approach to establishing effective staff processes necessary to achieve and maintain the shared understating that enables decision support for the commander. Also called KM.

lesson learned. A resolved issue or best practice that improves operations or activities and results in an internalized change to capability, process, or procedure.

Lessons Learned General Officer Steering Committee. A GO/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

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

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.

operational level of warfare. The level of warfare at which campaigns and major operations are planned, conducted, and sustained to achieve strategic objectives within theaters or other operational areas.

organizational learning. The process of collecting and transforming the knowledge and experiences of each member of the organization; codifying and storing that knowledge as common background of the entire organization; and re-using that knowledge to continuously improve performance.

passive collection. Activities that collect information on specific operations, events, and exercises in-directly through others' data and analysis such as JLLIS observations, JTIMS observations, DRRS, after action and other operational reports.

passive dissemination. The method of using a data repository, such as the JLLIS, to capture and store lesson learned data, while allowing that data to be accessible throughout the Joint Force and among authorized partners. This requires audiences to take action on their own initiative to extract data from the repository.

root cause(s). The most basic cause (or causes) that can reasonably be identified that management has the control to fix and, when fixed, will prevent (or significantly reduce the likelihood of) the problem's recurrence.

Special Area(s) of Emphasis. CJCS-approved areas of study provided to JPME institutions to highlight the concerns of OSD, the Services, CCMDs, CSAs, and the JS regarding coverage of specific joint subject matter. They help ensure the currency and relevance of the JPME curricula and provide an independent view of what those curricula should address. Also called SAEs.

strategic level of warfare. The level of warfare at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) strategic security objectives and guidance, then develops and uses national resources to achieve those objectives.

system of record. A designated data store housing information in a structured fashion, that allows retrieval and updates as needed for its designated purpose.

UNCLASSIFIED

CJCSI 3150.25H
30 December 2021

terms of reference. The directive providing the legitimacy and authority to undertake a mission, task, or endeavor. Also called TOR.

validation. The review of submitted observations to determine if they are accurate, relevant, and contain potential issues or best practices that may improve future performance.