



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7
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CJCSI 3150.25G
31 January 2018

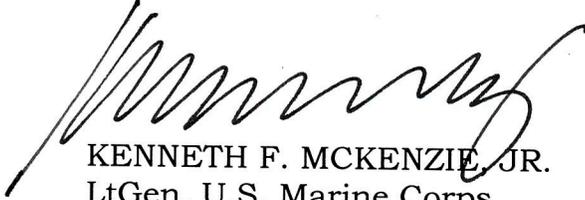
JOINT LESSONS LEARNED PROGRAM

References: See Enclosure F.

1. Purpose. To establish Chairman of the Joint Chiefs of Staff (CJCS) policy, guidance, and responsibilities for the Joint Lessons Learned Program (JLLP).
2. Superseded/Cancellation. CJCSI 3150.25F, dated 26 June 2015, "Joint Lessons Learned Program," is superseded by this publication.
3. Applicability. This instruction applies to the Joint Staff (JS), Combatant Commands (CCMDs), the National Guard Bureau (NGB), Services, Combat Support Agencies (CSAs), and other joint organizations. This instruction is provided as information to the Office of the Secretary of Defense (OSD) and 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).
4. Policy. See Enclosure B.
5. Definitions. See Glossary.
6. Responsibilities. See Enclosure D.
7. Summary of Changes.
 - a. Aligns the five phases of the JLLP process with the three policy areas mandated in title 10 U.S.C. (reference a).
 - b. Moves JLLP procedural details from instruction to manual to decrease duplication between the instruction and the manual.
 - c. Re-defines JLLP stakeholders as a community of practice, and identifies tools used to manage the JLLP community of practice.

- d. Provides specific guidance for JLLP engagement with U.S. interagency and multinational lessons learned organizations.
 - e. Revises responsibilities to align with reference a, current CJCS and DoD directives, and other authoritative guidance.
 - f. Re-defines responsibilities of JS Lessons Learned Working Groups (LLWGs).
 - g. Adds new enclosure describing the purpose, organization, membership, functions, and responsibilities of the Lessons Learned General Officer Steering Committee (LL GOSC).
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:



KENNETH F. MCKENZIE, JR.
LtGen, U.S. Marine Corps
Director, Joint Staff

Enclosures:

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

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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 accomplishes this responsibility through the five phases of discovery, validation, resolution, evaluation, and dissemination. 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.

2. JLLP Process. The JLLP's five phases of discovery, validation, resolution, evaluation, and dissemination, allows the assessment of observations from operations, activities, and exercises 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 A-1. A detailed explanation of these phases is provided in reference b.

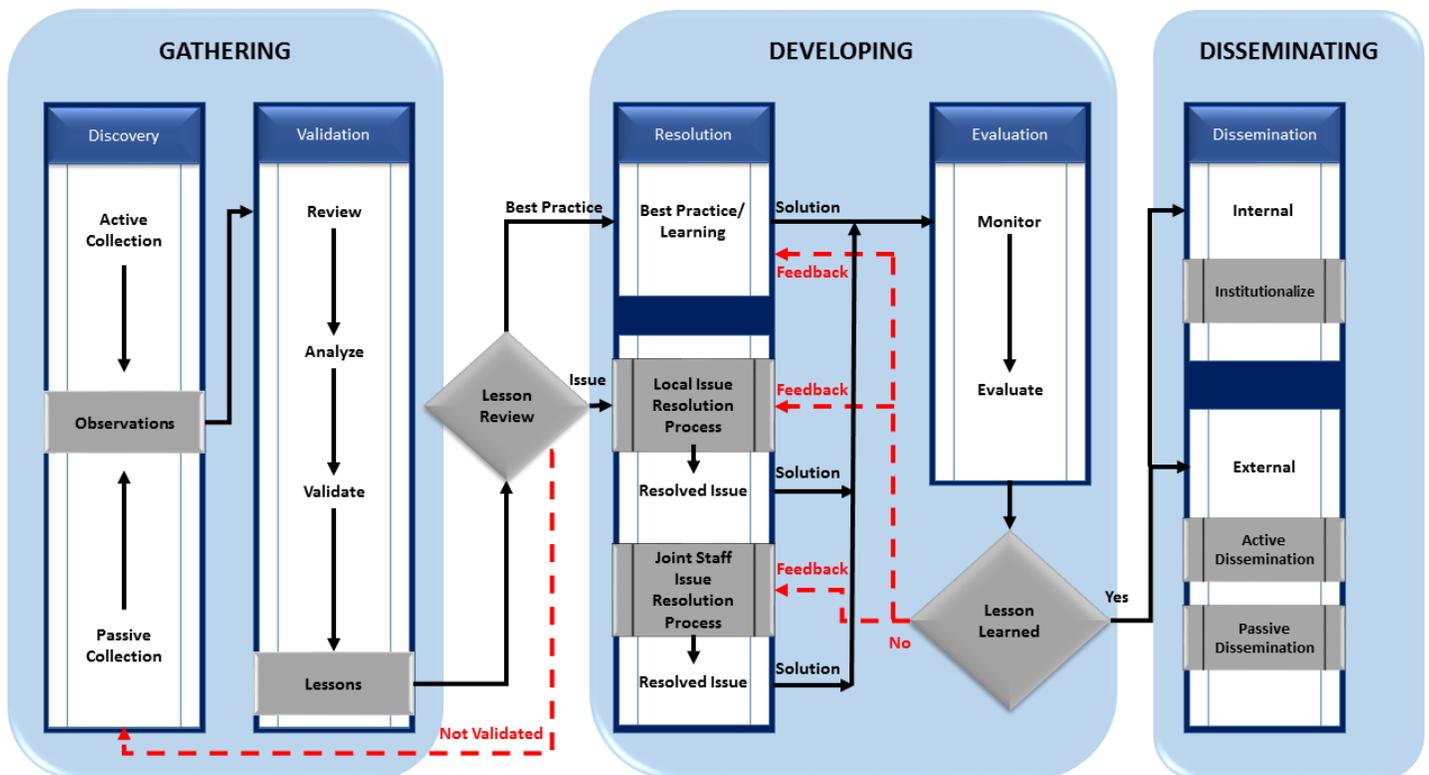


Figure A-1. The Joint Lessons Learned Program Process

Organizational-level programs are to be tailored to best meet local needs, while maintaining compatibility with the JLLP process, implementing a sequence of phases that culminate in the dissemination and institutionalization of lessons learned across the DoD. Continuity 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 agencies and multinational partners.

a. Discovery Phase. The JLLP process begins with input from the discovery phase. Activities in this phase focus on initial information gathering using multiple sources and approaches, to include active and passive collection of raw information about the planning, execution, and assessment of an operation, exercise, or other event. Active collection includes making direct observations during the event and conducting personal interviews, while passive collection is focused on gathering existing information from the Joint Lessons Learned Information System (JLLIS) or other sources. The information gathered provides insight into why something requires change. The output of the discovery phase consists of one or more observations that may be candidates for further action within the JLLP process.

b. Validation Phase. The Lesson Manager (LM) of the submitting organization validates and publishes observations in JLLIS, allowing them to be reviewed by all authorized JLLIS users. During the validation phase, the LM identifies analysts to review the observations each organization submitted to determine if there are potential lessons (issues or best practices) that have potential to improve 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 OPR to steward the potential lesson through the JLLP process. The LM identifies observations as lessons (issues and best practices), and they enter the issue resolution process. Lessons requiring additional data or observation are returned to the discovery phase.

c. Resolution Phase. During this phase, the OPR and/or subject matter experts (SMEs) develop action plans to resolve issues or implement best practices. Best practices are reviewed to determine their potential applicability, and an action plan developed to ensure they are institutionalized through training/education and procedural guidance. Each issue is to be traced to one or more root cause(s) so that an action plan can be developed to address it. During the resolution phase, an OPR is assigned as the primary Issue Coordinator (IC) within JLLIS to ensure action plans are developed and carried out in a timely manner. Should the submitting organization determine that issue resolution requires Joint Staff assistance, a Joint Lesson Memorandum

(JLM) may be submitted in accordance with (IAW) guidance contained in reference b. Resolved issues and best practices proceed to the evaluation phase.

d. Evaluation Phase. During the evaluation phase, resolved issue solutions and best practices are monitored and evaluated against established criteria identified by submitting organization SMEs. Solutions or best practices meeting established criteria are documented appropriately in JLLIS and forwarded as lessons learned for dissemination. Those not meeting the criteria are returned to the resolution phase as potential lessons for further analysis and action.

e. Dissemination Phase. Lessons learned entering the dissemination phase are directed to the widest possible audience, consistent with security classification and dissemination controls. To ensure they reach the widest audience, both active (push) and passive (pull) dissemination methods are used. The goal is to operationalize the lesson through improvement of capabilities or performance. The primary method of operationalization is accomplished through organizational learning throughout the DoD and potential interagency and multinational partners. Other methods, such as implementing lessons learned through the Joint Capabilities Integration and Development System (JCIDS) and other DOTMLPF-P processes are used when appropriate and feasible. Proper dissemination and sharing of lessons learned information, at the appropriate level, is an essential element to the overall success of the JLLP.

3. JLLP Information Management. Members of the JLLP community of practice and other organizations participating in the JLLP coordinate activities and collaboratively exchange information (e.g. observations, lessons, and recommendations), using JLLIS, to the maximum extent possible. Effective information exchange contributes to the improvement of joint operations within the DoD and in partnership with other USG agencies, non-governmental organizations, and multinational partners.

a. JLLIS, the DoD system of record for lessons learned, enables JLLP information and knowledge management. JLLIS facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the Joint Force. Organizational LMs and JLLIS administrators facilitate and promote the use of JLLIS within their organizations, as described in Enclosure D.

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

4. JLLP Community of Practice. The JS/J-7 leads the JLLP community of practice. It is composed of lessons learned organizations and programs from OSD, the Services, NGB, USCG, CCMDs, and CSAs. JLLP community of practice members support the priorities and equities of their respective organizations and, when appropriate, contribute information to the JLLP community of practice that improves joint capabilities and readiness.

a. The JLLP community of practice 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 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 armed forces and partner organizations. The JLLP community of practice is intended 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. Overview

a. Title 10, United States Code (U.S.C.), section 153, 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.”

b. This instruction establishes the JLLP as the means of fulfilling the CJCS’s title 10 responsibility regarding joint lessons learned. The JLLP is a knowledge management program that supports organizational learning from experience gained in joint operations, training events, exercises, experiments, and other activities. Operationalizing, or applying, this knowledge improves the readiness and performance of the armed forces across the full range of joint operations in peacetime and in war. The JLLP provides a framework, common terminology, and linkages to joint capability and joint force development.

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 an approved lesson, the JLLP process may lead to further analysis and development of JCIDS documents that support validation of a joint capability requirement. (references i and j).

3. Joint Force Development. Joint Force Development (JFD) 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 man, train, and equip the force, to include the NGB. JFD 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. Joint training prepares joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the Chairman and CCDRs to execute their assigned or anticipated missions in support of the National Military Strategy (NMS) and globally integrated operations. The Joint Training System (JTS) process consists of four interrelated and repeatable phases: requirements, plans, execution, and assessment. 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, which comprise a valuable resource

that can improve the exercise program, as well as support planning and execution of future operations (references l and m).

(1) Joint Exercise Program. The Joint Exercise Program (JEP) is a principal means for combatant commanders to maintain trained and ready forces, exercise their contingency plans, support their theater campaign plan engagement activities, and further joint force development. 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 not later than 45 days after the end of an exercise. Observations are to be entered directly into JLLIS, or imported from an alternate collection source such as the Joint Training Information Management System (JTIMS) or a formatted spreadsheet (references l and m).

(2) Chairman's Exercise Program. The Chairman's Exercise Program is a means for the CJCS, through the JS, to coordinate OSD and DoD component, as well as interagency participation in strategic national-level joint and globally integrated 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 within 45 days after conclusion of the exercise (references l and m).

(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, participating DoD components will provide observations or lessons to the DoD designated representative via JLLIS (reference n).

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 joint operations (references o and p).

c. Joint Education. The JLLP provides valuable feedback from the operating forces to inform joint professional military education (JPME) via inputs to JPME review mechanisms. Sponsors of change to JPME may choose one or more of the following venues to provide their input: policy review, curricula review, the Joint Faculty Education Conference, and nomination of Special Areas of Emphasis (references q and r).

d. Joint Concept Development. Joint 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 may be captured within JLLIS to support concept refinement and follow-on testing and assessment (reference s).

3. JLLP Community of Practice Management. The JLLP community of practice is comprised of distributed elements, 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 community of practice, including the use of JLLIS.

4. Joint Lessons Learned Conference. The joint lessons learned community meets annually, face-to-face, at the Joint Lessons Learned Conference (JLLC). 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 JLLC, the joint lessons learned community meets quarterly during the Joint Lessons Learned Program Review via secure video teleconferencing.

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ENCLOSURE C

GUIDANCE

1. General Guidance. To achieve its greatest effect, the JLLP interacts formally and informally with organizations outside the JLLP community of practice. 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. North Atlantic Treaty Organization (NATO). Recognizing the importance of lessons identified and learned to support the training of civilians, commanders, and staff for multinational operations, several members of the JLLP community of practice actively engage with NATO. The Supreme Allied Commander Transformation (SACT) is NATO's overall lead for the lessons learned process (reference t). The JS/J-7 conducts frequent analytical collaboration and information exchange with the NATO Joint Analysis and Lessons Learned Center (JALLC), SACT's lead agency for the analysis of operations, exercises, training, and experiments, as well as collection and communication of lessons learned (references t and u).

3. Multinational Lessons Learned Engagement. DoD components participate in periodic multinational forums that include:

a. International Lessons Learned Conference (ILLC). The JS and the CCMD of the area of responsibility where the ILLC is held normally attend the ILLC and will collaborate on briefings presented for the U.S. The Services and other joint organizations also attend the ILLC as deemed necessary and will coordinate their briefings with the JS.

b. Quinqupartite Combined Joint Warfare Conference. This five-party conference (United Kingdom, Canada, Australia, New Zealand, and the U.S.) is attended by representatives from joint doctrine, concept development, and lessons learned areas of interest from each nation.

c. Regional Lessons Learned Conferences. Co-hosted between the U.S. Center for Army Lessons Learned, and the military forces of a nation in the region of interest, these conferences provide a venue that highlights the advantages of learning from experience and integrating best practices and lessons across the full range of military operations among partner nations from specified regions.

d. Bilateral Lessons Learned Working Groups. These ad hoc arrangements bring together lessons learned practitioners to share information and

collaboratively develop products supporting both nations in areas of common interest.

4. Interagency Lessons Learned Engagement. DoD components participate in periodic interagency forums that include:

a. Intelligence Community Lessons Learned Symposia. This group of U.S. Intelligence Community practitioners meets semi-annually under the auspices of the Central Intelligence Agency's Center for the Study of Intelligence to share best practices and program updates from participating organizations.

b. Interagency Outreach. In coordination with OSD, the JS/J-7 routinely engages with non-DoD USG agencies to encourage and support the practice of gathering, developing, and disseminating lessons learned applicable to a whole-of-government approach.

ENCLOSURE D

RESPONSIBILITIES

1. Chairman of the Joint Chiefs of Staff. The Chairman is responsible to formulate policies for gathering, developing, and disseminating joint lessons learned for the armed forces (reference a).
2. Director, Joint Staff. The Director, Joint Staff (DJS), is responsible to:
 - a. Ensure cross-directorate JS support for the JLLP (reference v).
 - b. Serve as convening authority for the LL GOSC.
 - c. Coordinate JLLP-related JS activities with OSD (reference w).
3. Director for Joint Force Development, Joint Staff. The Director for Joint Force Development, Joint Staff (DJ-7) is responsible to:
 - a. Formulate policies for the JLLP.
 - b. Oversee and manage the LL GOSC (Enclosure E).
 - c. Ensure that lessons learned are integrated with all elements of joint force development and, as appropriate, with joint capability development.
 - d. Support OSD participation in the JLLP (references n and x).
 - e. Manage the Joint Staff Issue Resolution Process (JS IRP).
 - f. Provide JLLP contributions to CJCS assessments, including the Annual Joint Assessment, the Capability Gap Assessment, and others as required (reference y).
 - g. As necessary, or when directed, conduct discovery, validation, resolution, evaluation, and dissemination activities for selected SecDef-, CJCS-, or CCMD-designated operations, events, and exercises.
 - h. Provide and maintain a robust, rapid response active and passive collection, analysis, and production capability that includes:
 - (1) Active collection teams to conduct on-site collection of observations, lessons, and supporting data.

(a) Active collection teams will maintain ability to deploy within 72 hours of notification.

(b) The size of each team will be variable, depending on scope of collection requirement.

(2) Passive collection teams of research analysts and editors to receive, analyze, and synthesize lessons learned data provided by DoD and non-DoD organizations.

i. When deployment of JS personnel is necessary for on-site active collection, coordinate and approve terms of reference (TOR) documents clarifying supported/supporting relationships, personnel support arrangements, and data ownership (reference b).

j. Manage all aspects of the JLLIS program, including appointment of a JLLIS administrator, coordination of the JLLIS Configuration/User Advisory Working Group, and provision of training to command JLLIS administrators and LMs in the JLLP community of practice (references c through h).

k. Oversee JLLP liaison and coordination with OSD staff and principals.

l. Establish and maintain a proactive JLLP engagement capability for outreach to potential U.S. interagency and multinational mission partners.

m. Provide U.S. joint military representation at interagency and multinational lessons learned forums, including (but not limited to) the CSA LLWG, the Intelligence Community Lessons Learned Symposia, the NATO Lessons Learned Conference, and the ILLC.

n. Sponsor periodic collaborative lessons learned projects with NATO JALLC (reference u).

o. Provide the primary and alternate J-7 LMs for the JS (reference v).

p. Provide training and education support to assist CCMDs, Services, CSAs, and others in developing internal lessons learned programs and processes.

4. Joint Staff Directorates

a. Appoint an O-6 planner, a primary action officer and an alternate action officer LM to support the JLLP (reference v).

b. Participate actively in and support the LL GOSC (Enclosure E) and its supporting LLWGs (reference b).

c. Provide functional subject matter experts in support of the JS IRP (reference b).

d. Appoint a JLLIS administrator.

e. Establish a local process to validate, resolve, and share directorate-level issues and best practices with the JLLP community of practice using JLLIS.

f. Support the annual JLLC as required, and attend the JLLC as mission requirements and resources permit.

5. 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. The CCMDs and CSAs will:

a. Execute lessons learned collection activities for cognizant operations, exercises, and other events.

b. Support CJCS-directed lessons learned collection requirements, coordinating TOR with the JS/J-7.

c. When anticipated collection requirements exceed local resources, submit a request for JS collection support and proposed TOR to JS J-7 (reference b).

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

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

f. Participate actively in and support the LL GOSC.

g. Appoint an LM.

h. Appoint a JLLIS administrator.

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

6. Services. 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, in addition to each of 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) 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.
 - e. Attend the JLLC as mission requirements and resources permit.
7. National Guard Bureau. 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.

8. United States Coast Guard. 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.

9. Other OSD and DoD Components. Other entities in the Department may provide and maintain JLLP support for their specific interoperability, as well as tactical, operational, and strategic lessons through their processes. If they elect to participate, subject to the approval of the DJ-7, they 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 their lessons learned program with responsibilities to include, but not limited to:
 - (1) Executing active collection through direct observation of their activities.
 - (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 active collection activities within applicable domains of authority and responsibility.
- e. Attend the JLLC as mission requirements and resources permit.

10. Lesson Managers

- a. Serve as organizational-level SME on the JLLP; manage organizational-level lessons learned program.
- b. Review, validate, and publish JLLIS information entered by their respective organization.
- c. When their respective organization is assigned as OPR for issue resolution, monitor and report progress to convening authority.
- d. Disseminate JLLP products within their respective organization.
- e. Coordinate collection activities within their respective organization and, when applicable, collection support teams.

11. JLLIS Administrators. The JLLIS administrators are the primary JLLIS points of contact and are authorized to present the single, unified position of an organization that has a JLLIS requirement. Additional responsibilities include:

- a. Represent parent organization on JLLIS Configuration/User Advisory Working Groups and other project reviews.
- b. Articulate parent organization's JLLIS requirements.
- c. Act as the focal point for emergent parent organization issues or new requirements related to respective missions and needs.
- d. Administer the parent organization's JLLIS user group.
- e. Participate in the assessment and validation of JLLIS capabilities.

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ENCLOSURE E

LESSONS LEARNED GENERAL OFFICER STEERING COMMITTEE

1. Purpose. The LL GOSC is a vital issue resolution capability of the CJCS's JLLP. 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 community of practice. Under the authority of the DJS, DJ-7 convenes the LL GOSC as required. The DJ-7 manages and oversees the LL GOSC. The J-7 Deputy Director for Future Joint Force Development (DD FJFD) chairs meetings of the LL GOSC on behalf of the DJ-7.
 - b. Two JS LLWGs support the LL GOSC, one at the action officer (AO) level and one at the O-6 planner level. The JS 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 JS LLWGs monitor progress of validated issues raised by the LL GOSC. The O-6 planner JS LLWG informs the LL GOSC when validated issues are resolved, and recommends the committee close them.
3. Membership. Membership of the LL GOSC is comprised of:
 - a. Directorates and agencies of the Joint Staff, including Chairman Controlled Activities.
 - b. Headquarters-level lessons learned organizations from the CCMDs, the Services, the NGB, the USCG, and CSAs.
 - c. The Office of the Assistant Secretary of Defense for Homeland Defense and Global Security (OASD(HD&GS)).
 - d. In coordination with the OASD(HD&GS), other principal staff assistants from OSD are invited to attend and participate as required.
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 lessons 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 regarding the institutionalization of lessons learned and solutions to joint issues.

5. Responsibilities

a. Director, Joint Force Development, Joint Staff (DJ-7):

(1) Oversees management of the LL GOSC.

(2) Ensures the integration of lessons learned with all elements of joint force development.

b. Deputy Director for Future Joint Force Development, Joint Staff J-7 (DD FJFD):

(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 joint issues that are validated for resolution, in coordination with LL GOSC members.

(4) Provides a secretary and secretariat (JLL Division) to coordinate all aspects of support for each meeting.

c. JLL Division Chief:

(1) Chairs the O-6 planner JS LLWG.

(2) Designates a chair and oversees the management of the AO JS LLWG.

d. Joint Staff members:

(1) 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.

e. Service, NGB, USCG, CSA, and CCMD members:

(1) 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 observations and lessons gathered by their own organizations.

f. OASD(HD&GS):

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

(2) 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 observations and lessons gathered by OSD.

(5) Coordinates with applicable OSD offices to provide applicable lessons learned from the NEP to the LL GOSC for validation and resolution. These lessons will be nominated to the Under Secretary of Defense for Policy for inclusion in the consolidated list of DoD lessons learned for release to partners outside the DoD (reference n).

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ENCLOSURE F

PART I – REFERENCES

- a. Title 10, U.S. Code, section 153
- b. CJCSM 3150.25 Series, “The Joint Lessons Learned Program”
- c. DoDI 5220.22, 18 March, 2011, “National Industrial Security Program”
- d. DoDI 8110.01, 25 November 2014, “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, 14 March 2014, “Cybersecurity”
- g. DoDI 8330.01, 21 May 2014, “Interoperability Information Technology (IT), Including National Security Systems (NSS)”
- h. DoDI 8320.02, 5 August 2013, “Sharing, Data, Information, and Information Technology (IT) Services in the Department of Defense”
- i. CJCSI 3170.01 Series, “Joint Capabilities Integration and Development System (JCIDS)”
- j. Joint Staff J-8, Intelink Intellipedia Wiki, “Manual for the Operation of the Joint Capabilities Integration and Development System,” 12 February 2015, including errata as of 18 December 2015, <https://www.intelink.gov/wiki/JCIDS_Manual” (NIPRNET -- accessed: 22 February 2017)
- k. Joint Publication 1, Incorporating Change 1 of 12 July 2017, “Doctrine for the Armed Forces of the United States,” 25 March 2013
- l. CJCSI 3500.01 Series, “Joint Training Policy for the Armed Forces of the United States”
- m. CJCSM 3500.03 Series, “Joint Training Manual for the Armed Forces of the United States”
- n. DoDI 3020.47, Incorporating Change 1 of 15 August 2017, “DoD Participation in the National Exercise Program,” 29 January 2009

- o. CJCSI 5120.02 Series, “Joint Doctrine Development System”
- p. CJCSM 5120.01 Series, “Joint Doctrine Development Process”
- q. CJCSI 1800.01 Series, “Officer Professional Military Education Policy”
- r. CJCSI 1805.01 Series, “Enlisted Professional Military Education Policy”
- s. CJCSI 3010.02 Series, “Guidance for Developing and Implementing Joint Concepts”
- t. Bi-Strategic Command Directive 080-006, 10 July 2015, “Lessons Learned”
- u. “Memorialization of Intent Between North Atlantic Treaty Organization Headquarters, Supreme Allied Commander Transformation (HQ SACT) and United States Joint Chiefs of Staff (JS) Directorate for Joint Force Development (J7),” 9 March 2015
- v. DJSM 0084-16, 3 May 2016, “Joint Staff Lesson Managers Appointment to the Joint Lessons Learned Program”
- w. JSM 5100.01 Series, “Organization and Functions of the Joint Staff”
- x. Deputy Secretary of Defense Memorandum, 6 November 2012, “Support to the Chairman’s Joint Lessons Learned Program”
- y. CJCSI 3100.01 Series, “Joint Strategic Planning System”

PART II – RELATED

- a. CJCSI 3110.01 Series, “Joint Strategic Campaign Plan”
- b. CJCSI 5123.01 Series, “Charter of the Joint Requirements Oversight Council (JROC)”

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GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS

Items marked with an asterisk () have definitions in PART II*

AAR	after action report*
AO	action officer
CCMD	combatant command
CJCS	Chairman of the Joint Chiefs of Staff
CSA	combat support agency
DD FJFD	Deputy Directorate for Future Joint Force Development
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
JFD	Joint Force Development
JLLC	Joint Lessons Learned Conference
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
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
NATO	North Atlantic Treaty Organization
NEP	National Exercise Program

NGB	National Guard Bureau
NIPRNET	Non-Secure Internet Protocol Router Network
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

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.

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. 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, 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 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.

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 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 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 lessons requiring JS analysis and resolution. Also called 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(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 operations or activities and results in an internalized change to capability, process, or procedure.

lesson review. A decision point in the JLLP process where a determination is made if the issue or best practice will continue on to the resolution phase, disseminated as-is, or archived with no further action.

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 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. Collection of data and information relevant to lessons, but not originally produced for that purpose; JLLIS, JTIMS, and DRRS can be valuable sources, as well after action and other operational reports.

passive dissemination. The method of using a data repository, such as 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.

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