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SECRETARY OF THE AIR FORCE**



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**AIR FORCE LESSONS LEARNED
PROGRAM**

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This publication implements Air Force Policy Directive (AFPD) 90-16, *Air Force Studies, Analyses, Assessments and Lessons Learned*. It provides guidance for the Air Force Lessons Learned Program (AFL2P) to include developing standards for major activities under the Air Force Lessons Process (AFLP). It covers all activities associated with lessons learned (L2) support for operations, exercise and wargame after action reports (AARs) as well as other L2 activities. This instruction guides AF positions to the Joint Lessons Learned Program (JLLP) and the joint community on L2 matters. This instruction applies to all Air Force military, civilian and contractor personnel, including the Air National Guard and Air Force Reserve Command. This AFI may be supplemented by Air Force MAJCOMs or other subordinate levels, but must be coordinated with AF/A9L prior to approval. Refer recommended changes and

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(AETC) This supplement implements and extends the guidance of AFI 90-1601, *Air Force Lessons Learned Program*, 22 September 2010. It provides guidance, direction and procedures to conduct the AETC Lessons Learned (L2) program, and to support the Air Force and joint L2 programs. This supplement applies to all AETC military, civilian, and contractor personnel. Coordinate all supplements through HQ AETC/A9L before publishing. It also applies to individual reservists as well as activated/mobilized Air Force Reserve Command (AFRC) and Air National Guard (ANG) units gained to AETC. Submit recommended changes on AF Form 847, *Recommendation for Change of Publication*, to HQ AETC/A9L. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <http://www.my.af.mil/afirms/afirms/afirms/rim.cfm>.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed.

This revision clarifies the roles and responsibilities in the lessons learned process (Chapter 2); expands description of the lessons learned collection process (Chapter 3); provides a more detailed lessons learned resolution process (Chapter 6); expands the roles and responsibilities for the AFL2P Training program (paragraphs 8.2. thru 8.3.); clarifies after action reporting and information in the Air Force Joint Lessons Learned Information System (JLLIS, Chapter 9); incorporates procedures for the Air Force Lessons Learned General Officer Steering Group (Attachment 1); adds an After Action Report (AAR) Template (Attachment 4).

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1. PURPOSE.

1.1. **Purpose.** The AFL2P exists to enhance readiness and improve combat capability by capitalizing on the experiences of Airmen. A Lesson Learned (L2) is an Observation that, when validated and resolved, results in an improvement in military operations or activities at the strategic, operational, or tactical level and results in long-term, internalized change to an individual or an organization. Coupling L2 with past experiences should also assist senior leaders in programming, budgeting and allocating resources as well as making changes to doctrine, organization, training, materiel, leadership & education, personnel, facilities and policy (DOTMLPF&P). An L2 finding is not a compliance “report card” nor is it automatically accepted and implemented without the scrutiny of functional experts. An L2 is also not “owned” by any one organization. Rather, the mandate for all organizations participating in the AFL2P is to coordinate activities and collaboratively exchange Observations and Lessons Identified for the benefit of the total Air Force mission.

1.2. Air Force Lessons Process (AFLP).

1.2. (AETC) The AETC L2P exists to enhance education, training, and recruiting, and improve combat capability by capitalizing on AETC members’ experiences. As such, AETC leaders and personnel involved in programming, budgeting, and resource allocation require access to Air Force and joint lessons in order to make informed Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy (DOTMLPF&P) decisions.

1.2.1. The role of the AFLP is to facilitate the learning of Lessons identified across the Air Force. The AFLP has four fundamental components: Collection, Validation, Dissemination and Resolution. Figure 1.1 depicts the AFLP.

1.2.1. (AETC) “Observations” and “Lessons Identified” are not considered “Lessons Learned” until validated, disseminated, and resolved for the benefit of all. Figure 1.2 (Added) illustrates the typical AETC L2P method for implementing the four fundamental

components of the Air Force Lessons Process (AFLP): Collect, Validate, Disseminate, Resolve.

Figure 1.1. Air Force Lessons Process (AFLP).

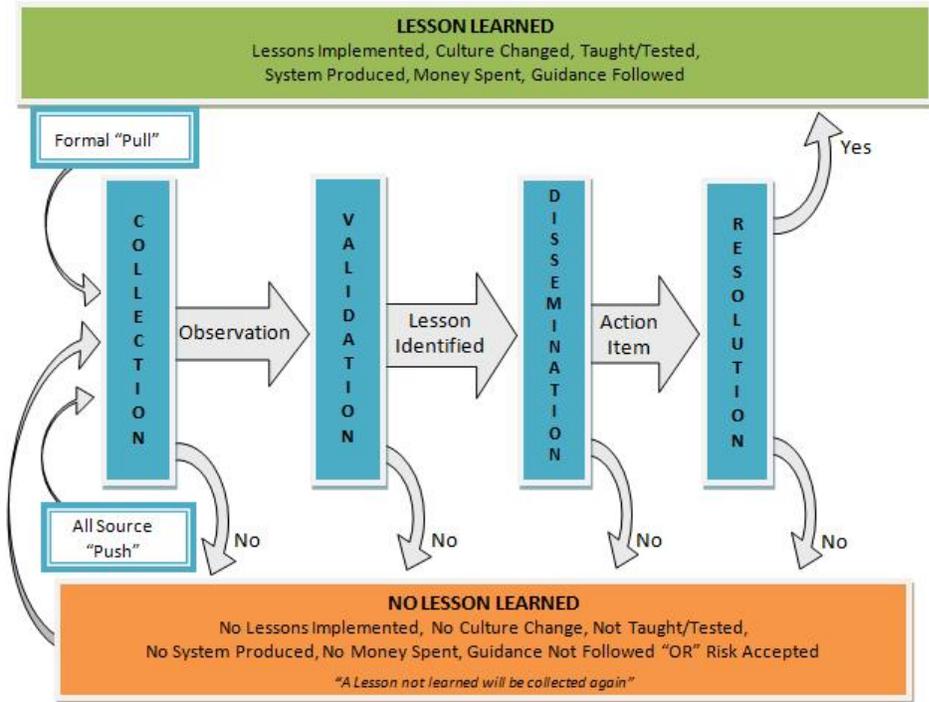
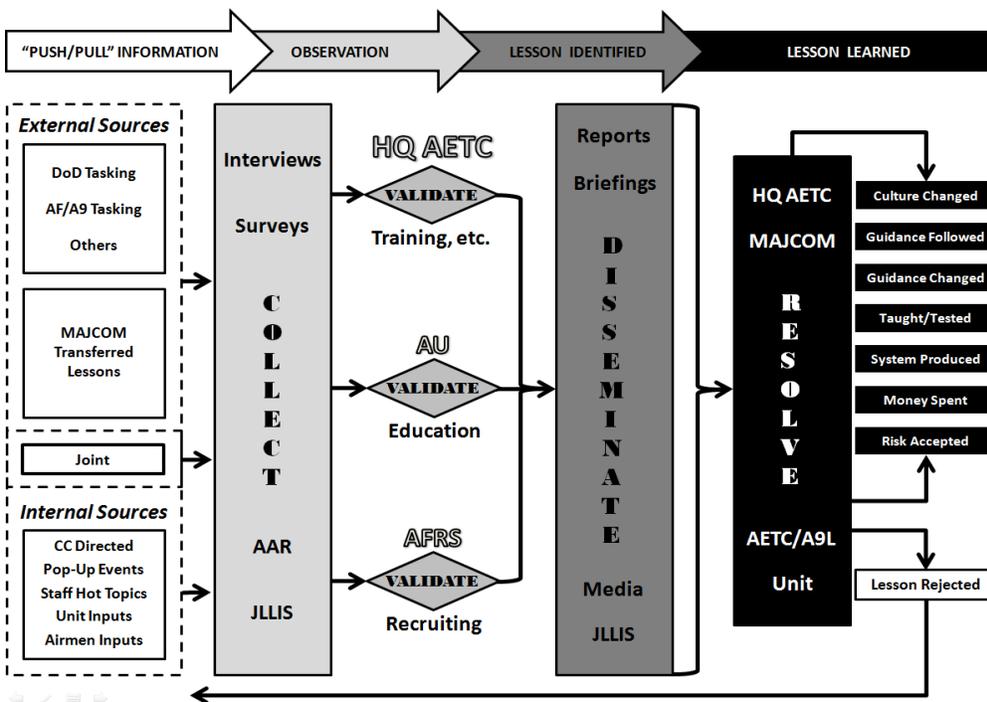


Figure 1.2. (Added-AETC) The AFLP in AETC.



1.2.2. Collection is the method by which Observations initially enter the AFLP. Observations can be “pulled” into the process through formal collection efforts or they can be “pushed” into the process by organizations, units and individuals. In a learning culture, every Airman, AF civilian and contractor can contribute to the AFLP.

1.2.2. (AETC) Collection begins with extensive background research on a given topic. This may include, but is not limited to, reviewing DoD and USAF Directives/Instructions, examining media articles (military and non-military), researching the applicable Air Force History Office, and conducting on-line database searches in the Joint Lessons Learned Information System (JLLIS) and other reputable on-line sources. Once background information is gathered, observations are normally determined through interviews, surveys, After Action Reports (AAR)s, and JLLIS entries.

1.2.3. Validation consists of review by staff functionals and/or operational expert to confirm an Observation has identifiable lessons to be processed through the AFLP. Once validated, an Observation is a Lesson Identified and represents a matter (e.g., capability, concept, process, procedure) to be sustained, improved or developed. A Lesson Identified contains a better way to accomplish a mission or task for learning by a broader community.

1.2.4. Dissemination is the distribution of Lessons Identified to organizations for action, along with making lessons available for wider use. The aim of dissemination is to get lessons to decision makers and Airmen in time for them to make more informed decisions.

1.2.4. (AETC) Every opportunity should be taken to disseminate Lessons Identified using internal AETC systems, including broad distribution of reports, exploiting mass media (Public Affairs, etc.), and briefings to airmen during program/project meetings, staff meetings, senior leader summits, Director’s calls, action officer orientation courses, etc. Once Lessons Identified are determined by AETC/A9L, JLLIS is the only formal export mechanism for release outside of AETC, in accordance with AFI-90-1601 guidance. However, AETC’s other methods of dissemination are, but not limited to, published reports, briefings, and USAF media news articles.

1.2.5. In Resolution, Lessons Identified are addressed to ensure they become Lessons Learned and are not forgotten or ignored. Resolution ensures they are staffed for action (DOTMLPF&P changed), captured in JLLIS (or appropriate documents) and tracked to closure. Tracking Lessons Identified is a process that occurs throughout the life cycle of a validated Observation.

1.2.5. (AETC) AETC/A9L will manage and track resolutions to a logical conclusion through AETC’s Tasker Management Tool (TMT), and final recommendations recorded in JLLIS.

1.2.6. Each L2 office will establish procedures to monitor the status of Lessons Identified and actions taken by Offices of Primary Responsibility (OPRs). The monitoring office will ensure periodic updates are annotated in JLLIS. Until DOTMLPF&P changes from a Lesson Identified are implemented and become a Lesson Learned, OPRs and L2 offices should observe corrective actions and be vigilant for similar repeat Observations.

1.2.6. (AETC) Lessons Identified that are validated and not delegated to other AETC organizations for resolution will be the responsibility of AETC/A9L. All AETC airmen are encouraged to register on JLLIS and monitor it with vigilance in identifying similar repeat observations.

1.2.7. The L2 process is not intended to bypass the chain of command. A structured process is in place to review Observations by appropriate JLLIS Tier Managers and functional subject matter experts (SMEs).

1.2.8. Due to their different mission and responsibilities, L2 functions will not be combined in the same office with Historians (HO) and/or Inspector General (IG) and/or standardization and evaluation (stan/eval) functions. Whereas the IG and stan/eval functions are tasked to provide an objective “report card” on organizational compliance, L2 functions are collaborative partnerships to capture and share lessons. For similar reasons, the L2 program will not be combined with the Safety function at any echelon. However, Lessons Identified in both IG and Safety functions should, when possible, be sent to the AF L2 Community. In addition, the History function will not be combined with the L2 program as historical documentation encompasses operational, maintenance, agile combat support and various other command functions. Common source data (interviews, AARs, etc.) should be shared between the L2 and HO communities.

1.2.9. In accordance with CJCSI 3150.25D, Joint Lessons Learned Program (JLLP), JLLIS is the system of record for the Department of Defense and the JLLP. As such, Observations and Lessons Identified will ultimately reside in the JLLIS database to the maximum extent feasible. To ensure maximum sharing of L2s, JLLIS must be the primary vehicle used to implement the AFLP.

2. ROLES AND RESPONSIBILITIES.

2.1. HQ USAF/A9.

2.1.1. The Director of Studies & Analyses, Assessments and Lessons Learned (AF/A9):

2.1.1.1. Oversees the AFL2P and AF participation in the JLLP.

2.1.1.2. Serves as the chief L2 advisor to the Secretary of the Air Force and the Chief of Staff of the Air Force.

2.1.1.3. Ensures the AFL2P meets the goals of USAF leadership and the needs of Airmen and commanders at all levels.

2.1.1.4. Upon CSAF approval, manages annual CSAF vector-aligned Lessons Learned Focus Areas for collection.

2.1.1.5. Requests each SAF/HAF 2-letter office identify a POC for the AFL2P and address their Observations through the AFLP.

2.1.2. The Directorate of Air Force Lessons Learned (AF/A9L):

2.1.2.1. Provides guidance for the AFLP to include developing standards for major activities under the AFL2P.

2.1.2.2. Serves as the OPR for the AFL2P.

2.1.2.3. Establishes processes to support guidance contained in this instruction.

- 2.1.2.4. Oversees training and development of members of the Air Force lessons learned community.
- 2.1.2.5. Ensures ready access to these processes and information through JLLIS.
- 2.1.2.6. Assists Air Force organizations in performing L2 activities as required.
- 2.1.2.7. Manages the Air Force portion of JLLP online database for collecting, storing, tracking and displaying L2 information. Works to maximize joint and multi-service sharing of L2 information.
- 2.1.2.8. Oversees the AFL2P and JLLIS training program.
- 2.1.2.9. Addresses Lessons Identified forwarded by subordinate L2 organizations or Observations submitted by the Headquarters Air Force staff.
- 2.1.2.10. Tracks AF-level Lessons Identified through resolution and assists information crossflow between OPRs and offices of collateral responsibility (OCRs) working their implementation.
- 2.1.2.11. Provides AFL2P inputs to HQ USAF corporate processes. Provides the AF position to the JLLP and advises the joint community on lessons learned matters.
- 2.1.2.12. Collects USAF headquarters-level Lessons Identified from exercises, and contingency operations in which the AF Crisis Action Team (AFCAT) participates.
- 2.1.2.13. Maintains trained and ready personnel for the AFCAT L2 position.
- 2.1.2.14. Accomplishes L2 studies and collection activities, in cooperation with the AF History Program research and collection efforts, on specific topics/events as directed by senior USAF leadership. Annually implements the CSAF Focus Area lesson learned collection plan.
- 2.1.2.15. Integrates L2 with the Joint Staff, other service and non-DoD government agencies. Integrates L2 activities and processes across the total force to synchronize collections and disseminate information quickly.
- 2.1.2.16. Analyzes L2 content produced by other members of the L2 community, other government organizations and research agencies to extract lessons applicable to AF operations not previously reported and/or acted upon.
- 2.1.2.17. Reviews AARs and any collection reports to extract and act upon any Lessons Identified not previously reported and or acted upon.
- 2.1.2.18. Coordinates L2 studies that have operational and basic doctrine implications with the LeMay Center.

2.2. MAJCOMs, FOAs, DRUs.

2.2.1. MAJCOMs, FOAs and DRUs will designate an organization as lead for L2 activities, normally designated as A9L. MAJCOMs, FOAs and DRUs may designate that a subordinate NAF or Center perform all or part of MAJCOM, FOA or DRU-level L2 functions in accordance with their respective supplement to this AFI.

2.2.1. (AETC) AETC/A9L is the command lessons learned manager. HQ AETC directorates and special staff will support the AETC L2P as requested. Wing-level issues that do not affect other AETC units should be worked at the lowest level.

2.2.2. The MAJCOM/FOA/DRU L2 organization will:

2.2.2.1. Serve as OPR for the L2 program.

2.2.2.1. (AETC) AETC/A9L will guide subordinate AETC organizations and advise HQ AETC command staff on L2 issues. In addition, AETC/A9L will coordinate air, space, and cyberspace operational strategy and doctrine L2 with other MAJCOMs and the LeMay Center at Air University (AU).

2.2.2.2. Ensure L2 collection processes are established implemented. Ensure AARs are submitted and Lessons Identified are addressed for major operations, contingencies, key exercises, experiments and other significant events and topics identified by leadership.

2.2.2.3. Enter Observations and AARs into JLLIS NLT 30 days after the event.

2.2.2.3. (AETC) The AETC organization responsible for generating an AAR is responsible for entering it into JLLIS NLT 30 days after the event. AETC/A9L will provide JLLIS support as needed.

2.2.2.4. Establish a process to validate Observations and share Lessons Identified.

2.2.2.5. Share L2 products Lessons Identified with other MAJCOMs, NAFs and lower echelons through the AFL2P .

2.2.2.6. Elevate to AF/A9L any Lessons Identified with cross-AF implications or that are beyond the scope of the organization's authority to address.

2.2.2.7. When designated as the Air Force Component to a Unified Combatant Command (UCC), participate in both the AFL2P and in the UCC's L2 process (as the air component). These roles overlap as AF organizations may have an interest in operational lessons originating in other AORs and the UCC may have an interest in AF initiatives that can improve operations in that theater.

2.2.2.7. (AETC) AETC/A9L will conduct or assist with L2 collections of personnel deployed to an AOR from AETC.

2.2.2.8. Facilitate the expedient up-channeling of AARs and Lessons Identified through the AFL2P and the UCC L2 process as appropriate.

2.2.2.9. Represent their organization's participation in or provide input to AF/A9L for L2 activities.

2.2.2.10. Participate with HAF, MAJCOM, Joint and Interagency L2 activities.

2.2.2.11. Work with MAJCOM/FOA/DRU A-Staff and special staff planning teams to incorporate applicable lessons to support the full spectrum of military operations.

2.2.2.12. Work with MAJCOM/FOA/DRU teams across all functional areas to coordinate policy, tactics, techniques and procedures (TTP) and operational strategy,

and with the LeMay Center for Doctrine Development and Education to coordinate doctrine development.

2.2.2.13. Provide Fiscal Year plans and schedules to AF/A9L for publication by 1 Sep each year, and provide updates as they are available.

2.2.3. **(Added-AETC)** HQ AETC A-staffs, AU, Air Force Recruiting Service (AFRS), and AETC-assigned Numbered Air Force (NAF) responsibilities include the following:

2.2.3.1. **(Added-AETC)** Organizations should identify a Tier 2 Lessons Learned Point of Contact (POC) to provide timely, pertinent L2 information to AETC decision makers and personnel.

2.2.3.2. **(Added-AETC)** Validate observations tasked by AETC/A9L, provide recommendations by agreed upon suspenses, and implement lessons in areas for which they are the Organization of Primary Responsibility (OPR).

2.2.3.3. **(Added-AETC)** Assess subordinate unit observations and forward validated lessons to AETC/A9L while working lessons within AU, AFRS, or NAF scope. The AU Lessons Learned OPR will employ curriculum review and revision processes, and appropriate Subject Matter Expert (SME) guidance to validate and share lessons with AU students. Implementation may include revamping courses, changing procedures, realigning organizations, or doctrine instruction, and will probably require subordinate unit/organization action. Curriculum additions or changes may require vetting through the Air Force Learning Committee (AFLC) before implementation. If AU determines vetting through the AFLC is necessary, AU will inform AETC/A9L.

2.2.3.4. **(Added-AETC)** AU will accomplish collections and AARs for major operations, contingencies, key exercises, experiments, and other significant events and topics identified by AETC and AU leaders, and will enter/post L2 data and information to the JLLIS Web site NLT 30 days after collection is complete.

2.3. All Airmen.

2.3. **(AETC)** All AETC airmen and DoD civilian employees with CAC access are encouraged to register on the on-line JLLIS database, but it is essential for airmen tasked with writing an AAR, or those involved in a new program or project, to register and search the JLLIS database for previous Lessons Identified/Learned or to enter new observations. It is vital for program managers, team members, and airmen to check for applicable past lessons documented in JLLIS before embarking on any new program or project. Register on NIPRNET (<https://www.jllis.mil/usaf>) or SIPRNET (<http://www.jllis.smil.mil/usaf>).

2.3.1. All Airmen are encouraged to enter Observations that contain potential lessons into JLLIS for coordination through the AFLP and/or inform the local chain of command as appropriate.

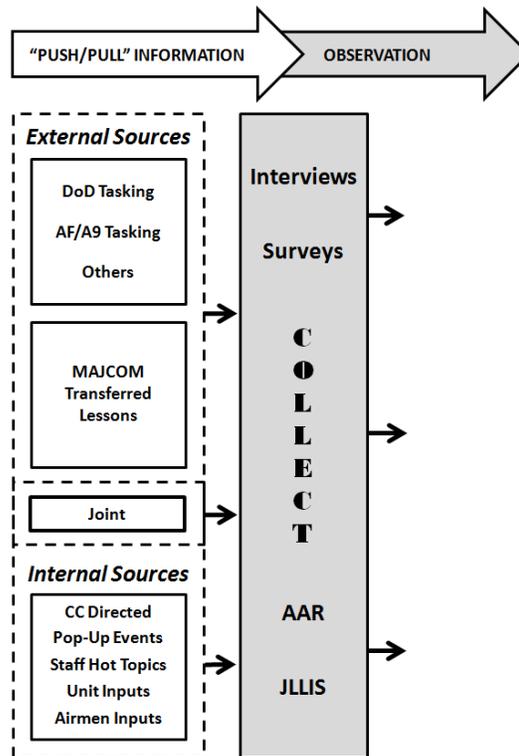
2.3.2. Individuals or organizations lacking access to the JLLIS website may use AF IMT Forms 4329 and 4330 (Attachments 3 and 4) to record their Observations and e-mail them directly to the appropriate NAF, MAJCOM, or HQ USAF-level L2 office. Both forms are available online at <http://www.e-publishing.af.mil>.

3. COLLECTION.

3.1. **Purpose.** Collection is the method by which Observations initially enter the AFLP. Observations can be “pulled” into the process through formal collection efforts or they can be “pushed” into the process by organizations, units and individuals. In a learning culture, every Airman, AF civilian and contractor can contribute to the AFLP.

3.1.1. **(Added-AETC) Process.** Figure 3.1 (Added) illustrates the AETC L2 collection process. JLLIS observations originate from internal and external sources. There are several potential internal sources, but all observations will be reviewed by AETC/A9L as the AETC Tier 1 administrator for JLLIS. The two main external collection sources are higher headquarters taskings and other MAJCOM L2 transfers. Joint lessons can be internal or external, and generally require a service-specific determination. Immediately forward joint issues to AETC/A9L, which will forward the lessons to AF/A9L.

Figure 3.1. (Added-AETC) AETC Collection Process.



3.2. Types of Collections.

3.2.1. *After action collection to capture important events.* Reconstructs specific events or combat operations after the fact to gain a better understanding of the event’s successes and challenges. AFLP allows an organization to capture historical events and share lessons gained from participants’ knowledge and experience, even though the Lessons Identified may already be resolved and no further actions are required. This can be done in partnership with historians but is not intended to duplicate their work.

3.2.1. (AETC) Forward lessons from important events (real-world incidents, warfare, contingencies, etc.) immediately up to AETC/A9L.

3.2.2. *Event collection.* Captures the facts and participant Observations regarding a combat or non-combat event as it occurs. The collection can occur at the strategic, operational, and/or tactical level. Examples include exercises, such as RED FLAG, or contingencies, such as Hurricane Katrina or Operation UNIFIED ASSISTANCE. Event collections may be accomplished two ways:

3.2.2.1. *Participative collection.* The L2 staff performs two roles during the event. First, they participate in the unit's operational battle rhythm, attend staff meetings, man the Crisis Action Team and/or provide real-time inputs to the commander's planning and decision process. Second, the staff forms teams to collect data at the tactical, operational and/or strategic levels. Large-scale operations, such as disaster relief operations, might involve teams from HQ USAF, MAJCOMs, NAFs, other Services and UCCs collecting data either independently or in concert based on goals.

3.2.2.2. *Observational collection.* An L2 team records the organizational structures, processes and resources used to accomplish an infrequent, noncombat event so that tacit knowledge gained during the event can be explicitly documented, stored and retrieved for later use during similar events (e.g., Quadrennial Defense Review [QDR] Process).

3.2.3. *Topical collection.* This collection focuses on a specific subject or cyclic process (e.g., surveys, Focus Areas, etal) based on an L2 organization's desire to further examine or collect information about a certain topic.

3.2.4. Observations and Lessons Identified through event collections and topical collections will be entered into JLLIS for validation, dissemination and resolution. JLLIS is the system of record for the AF L2 process and may be used by any Airman. JLLIS is the central repository for Observations, Lessons Identified, AARs and other L2 reports.

3.3. **Techniques and Tools.** L2 collections can employ the full range of techniques and tools, tailoring them to the specific situation. Techniques and tools include direct observation, in-person interviews, commanders' exit interviews, surveys, database submissions by participants, AARs, data and database mining and document capturing. Sharing of data between L2 professionals, historians and other learning organizations is highly encouraged to coordinate on collection dissemination, especially via the JLLIS online database.

3.4. General L2 Collection Approach.

3.4.1. When possible, collections should be coordinated in advance with involvement of trained L2 staff. Collections on many important events (warfare, contingencies, etc.) are often conducted with little or no notice. Individuals must be trained on collection techniques and prepared to apply them at any time.

3.4.2. Where possible, an L2 collection within an organization's Area of Responsibility (AOR) should be augmented as required by other L2 offices and SMEs. For most collections, SMEs and functional area experts are better suited to observe and document employment of their respective processes.

3.4.3. The L2 office (at any level) will normally lead collection efforts. AF/A9L participation with other L2 organizations in CSAF-directed/multi-service/joint collections permits better access senior leadership and documents broader perspectives.

3.5. Observation Submission Procedures.

3.5.1. AFLP procedures standardize Observation submission and management at all AF echelons. Observation submission procedures consist of collecting Observations of events and operations, reviewing and entering them in JLLIS. Lower echelons will address Observations at their level and forward those beyond their scope to the appropriate level.

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

3.5.3. Observations should flow from the reporting individual and agency to the reviewing office or functional expert and, if required, to the next-level L2 office.

3.6. After Action Report (AAR) Reporting.

3.6.1. After Action reports (AARs) are intended to help Airmen fight a smarter, more capable fight. The next Airmen to deploy, to participate in that exercise, to train for that type contingency, etc., should benefit from reports submitted by those who have gone before. Timely submission of AARs (and the individual Observations which comprise them) are a command responsibility. Air and Space Expeditionary Task Force (AETF) commanders, commanders of subordinate AETF units, exercise/experiment directors, and other like commanders/directors are expected to submit a unit-level AAR for the event (deployment, contingency, exercise, etc.) for which they are responsible. AARs are posted in JLLIS and accessible to all registered users.

3.6.2. Observations to be documented are those which result in improvements in military operations at the strategic, operational, or tactical level. AAR Observations should describe how the mission could be/was improved, potential risks to mission degradation and how to mitigate those risks. AARs are intended to be more than a summary or rollup of unit/tactical actions. Commanders/directors are not required to hold Observations until the end of an operation, exercise or AEF cycle to be included in an AAR. Whenever possible, AARs should be submitted as soon as practical to permit timely action.

3.6.3. Units participating in operations as part of a continuous AEF cycle will submit AARs to their respective HHQ NLT than 45 days following the end of their deployment. AFFOR staff and AOC staff will also submit periodic AARs for continuous AEF operations (e.g., OEF). Individual Observations deserving urgent attention should not be delayed for inclusion in the next AAR but should be forwarded up the chain of command as soon as sufficient information is gathered. The goal is to get the information to the next set of deployers and/or HHQ staff decision makers quickly for action/resolution.

3.6.4. AARs for operations not supported by a continuing AEF cycle, contingencies and exercises will be submitted to HHQ NLT 30 days after the end of the event unless otherwise directed.

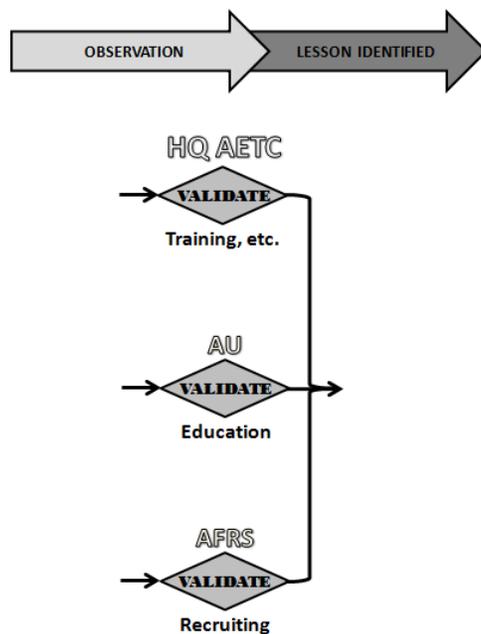
3.6.5. Owing organizations will review AARs to pull Observations for processing through the AFLP and post AARs to JLLIS. Lessons Identified during the review will be entered in JLLIS and disseminated to the appropriate OPR for information and resolution.

4. VALIDATION.

4.1. **Purpose.** Validation consists of review by staff functionals and/or operational experts to confirm an Observation contains an identifiable lesson to be processed through the AFLP. Once validated, an Observation becomes a Lesson Identified and represents a matter (e.g., capability, concept, process, procedure) to be sustained, improved or developed. A Lesson Identified contains a better way to accomplish a mission or task for learning by a broader community. Validation ensures accuracy, applicability, and completeness, and activates the Observation in JLLIS. The goal of the validation process is to get to root causes.

4.1.1. **(Added-AETC) Process.** Figure 4.1 (Added) illustrates the AETC L2P validation process and indicates that validation generally takes place at the HQ AETC, AU, or AFRS level.

Figure 4.1. (Added-AETC) AETC L2 Validation Process.



4.2. Validation Authority.

4.2.1. The validation authority has a key role in the AFLP. Validation authorities will:

4.2.1.1. Review Observations for accuracy, applicability and completeness. If Observations do not meet these criteria, validation authorities will contact the originator for further clarification.

4.2.1.2. Determine if an Observation had previously been addressed. If the Observation duplicates previous Observations, it will be manually linked in JLLIS with the previous Observations.

4.2.1.3. Determine the applicable guiding documents (e.g., statute, DoD or AF instruction).

4.2.1.4. Parse Observations to determine DOTMLPF&P actionable areas.

4.2.1.5. Submit to the appropriate SME for evaluation. Once the SME confirms the Observation's validity, it is processed as a Lesson Identified. IG, stan/eval or QA offices will not be appointed as the evaluation agency.

4.2.1.6. Ensure Lessons Identified are returned to the originating JLLIS Tier-1 Administrator and/or Tier-2 Command Lesson Manager (CLM) for dissemination to issue resolution OPRs.

4.2.1.7. Forward Lessons Identified intended for the HQ USAF staff through JLLIS to AF/A9L.

4.2.1.8. Inform the chain of command as to status of Observations submitted to higher level L2 offices.

4.2.2. Validation SMEs may be instructors, staff functionals, career field functional managers, commanders, senior AF leaders or L2 offices.

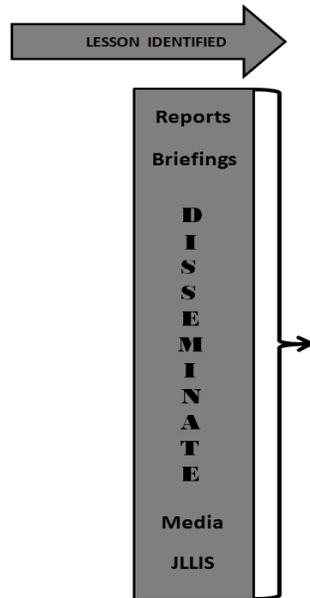
4.2.3. Lessons Identified deemed as time-critical and/or mission-critical will be concurrently disseminated to other potentially interested organizations and individuals where mission impact may occur.

5. DISSEMINATION.

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

5.1.1. Lessons may be disseminated through tasks, briefings, bulletins, reports or database entries.

5.1.1. (AETC) Process. Figure 5.1 (Added) illustrates the AETC L2P collection process. AETC's primary methods of dissemination are, but not limited to JLLIS entries, published reports, briefings, and USAF media news articles.

Figure 5.1. (Added-AETC) AETC L2 Dissemination Process.

5.1.2. An OPR will be tasked to either resolve to closure Lessons Identified requiring DOTMLPF&P action/changes or ensure Lessons Identified requiring wider dissemination to a wider audience are appropriately promulgated.

5.1.3. An OCR will be assigned as required by the originator of the lesson identified or as required by the OPR.

5.2. Dissemination Techniques.

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

5.2.2.1. "Push" methodologies transmit lessons proactively to identified recipients. In this case, L2 specialists identify target audiences for dissemination. Examples of when to "push" Lessons Identified are when assisting planning staffs during emerging situations (contingencies, relief operations, etc.), assisting headquarters staffs with Planning, Programming, Budgeting and Execution (PPBE) decisions, and when sending completed L2 documents such as AARs to identified audiences via a subscription service. Push solicited information when responding to a Request for Information (RFI). In this case, L2 specialists may push relevant lessons on the particular event or topic to the requesting party.

5.2.2.2. "Pull" methodologies allow individuals to retrieve lessons by conducting JLLIS queries or by researching and retrieving published L2 reports and bulletins. (The "Daily Digest" feature in JLLIS is a "pull" resource.)

5.2.3. Other dissemination processes may already exist within lower echelons or functional communities. Examples include the Tactics Review Board process and the Maintenance Quality Assurance flash process. Integration of Lessons Identified provides a mechanism to integrate the AFLP with lower echelon processes.

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

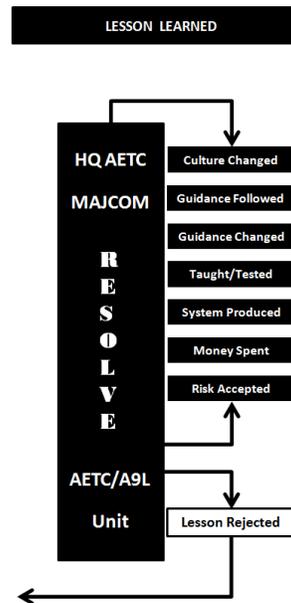
6. RESOLUTION.

6.1. **Purpose.** In Resolution, Lessons Identified are tracked to ensure they become a Lessons Learned and are not forgotten or ignored. Resolution ensures they are staffed for action (DOTMLPF&P changed), captured in JLLIS (or appropriate documents) and tracked to closure. Tracking Lessons Identified is a process that occurs throughout the life cycle of a validated Observation.

6.1.1. Resolution has three main objectives:

6.1.1.1. **(AETC) Process.** Figure 6.1 (Added) illustrates the AETC L2P resolution process.

Figure 6.1. (Added-AETC) AETC L2 Resolution Process.



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

6.1.1.1.2. Enhance warfighting capabilities by documenting potential solutions across DOTMLPF&P approaches and implementation decisions.

6.1.1.3. Support Air Force senior leaders as well as a broad range of subject specific stakeholders.

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

6.2. (AETC) Tracking Issue Resolution (TIR). Refer to current AETC policy and guidance (including AETCI 36-2201, *Technical and Basic Military Training Evaluation*; 36-2203, *Technical and Basic Military Training Development*; 36-2205, Volume 1, *Formal Training Administration and Management*; and 36-2205, Volume 6, *Aircrew Training Administration and Management [Graduate Fighter]*) for lessons that require course curriculum updates. The AETC L2P should not duplicate or usurp current curriculum update processes. Apply it to curriculum development to enable curriculum owners to resolve critical lessons in timely manner. Applicable lessons should support curriculum development and help secure resources, if needed.

6.2.1. AF/A9L will:

6.2.1.1. Maintain a crossflow of Lessons Identified between the HAF, Services, Joint Staff, UCCs and other government organizations.

6.2.1.2. In conjunction with SMEs and subordinate L2 offices, track the status of AF Lessons Identified to the JLLP. Tracking and coordination are essential for lessons with programmatic implications.

6.2.1.3. Provide training on TIR including the use of JLLIS for all HAF organizations. Training includes techniques on integrating lessons into staff/organization plans and operations as well as coordination of lessons between JLLIS MAJCOM Tier-1 Sites.

6.2.2. MAJCOM/FOA/DRU L2 Organizations will:

6.2.2.1. Maintain a crossflow of Lessons Identified among lower echelons and HQ USAF.

6.2.2.2. In conjunction with SMEs and subordinate L2 offices, track the status of Lessons Identified to the JLLP. Tracking and coordination are essential for lessons with programmatic implications.

6.2.2.3. Provide training on TIR including the use of JLLIS for their respective organizations. Training includes techniques on integrating lessons into staff/organization plans and operations as well as coordination of lessons between JLLIS NAF/Wing/Center/FOA/DRU Tier-2 CLMs.

6.2.3. NAF/Center L2 Organizations will:

6.2.3.1. Maintain a cross-flow of Lessons Identified within their command/ functional community.

6.2.3.2. In conjunction with SMEs, track the status of NAF/Center Lessons Identified to the JLLP. Tracking and coordination are essential for lessons with programmatic implications.

6.2.3.3. Provide training on TIR including the use of JLLIS for their respective organizations. Training includes techniques on integrating lessons into staff/organization plans and operations as well as coordination of lessons between JLLIS Tier-2 CLMs.

6.3. **Closure of Lesson Actions.** Lessons Identified that are entered into an organization's resolution process should be resolved at the lowest level. Actions for Lessons Identified may be closed when a solution has been implemented or a decision made to accept the risk of not implementing a solution. Closed Lessons Identified will be archived in JLLIS for future reference and their final action/determination will be disseminated and periodically reviewed.

7. JOINT LESSONS LEARNED PROGRAM (JLLP).

7.1. **Purpose.** The JLLP is governed by CJCSI 3150.25, *Joint Lessons Learned Program*. In support of the JLLP, the Air Force Lessons Learned Program will:

7.1.1. Provide and maintain JLLP support for Air Force-specific, tactical, operational and strategic level lessons.

7.1.2. Interact with other stakeholders within the JLLP community on L2 matters.

7.1.3. Submit Lessons Identified that affect the joint community or requiring joint resolution to the Joint Staff.

7.2. **Concept.** AF/A9L will:

7.2.1. Represent the Air Force to the Joint Staff and the JLLP community on JLLP matters except when the JLLP matter only applies to a specific UCC. Air Force matters only applying to a specific UCC will be represented by the AF component to that UCC.

7.2.2. Provide personnel and technical expertise to document Lessons Identified, analyze causation and impact, train collection team SMEs and coordinate Air Force SME participation in JLLP activities.

7.2.3. Track and coordinate joint Lessons Identified within the AFL2P.

7.3. **Joint Capabilities Integration and Development System (JCIDS) Integration.** L2 involvement and participation in the JLLP will include:

7.3.1. Monitoring joint L2 products to include the JCIDS and Joint Staff Action Processing systems.

7.3.2. Assisting HQ USAF MAJCOM offices with Joint L2 submissions and DOTMLPF&P Change Request (DCR) development, as required.

8. AIR FORCE LESSONS LEARNED PROGRAM (AFL2P) TRAINING.

8.1. **Purpose.** The purpose of the AFL2P training is to ensure individuals assigned to L2 offices or as collection team augmentees/SMEs receive appropriate L2 training to understand their role in the AFLP.

8.2. **AF Lessons Learned Program Training.** AF/A9L is responsible for oversight of the AFL2P training program. Each L2 office will ensure its training program is up to date with material found on the AF Lessons Learned Program website: <https://www.jllis.mil/usaf> or <http://www.jllis.smil.mil/usaf>. AF/A9L will provide train-the-trainer services for all aspects

of the AFL2P. Each L2 office will establish guidelines to maintain currency for members supporting their L2 program.

8.2. **(AETC) HQ AETC/A9L** is the command L2 training focal point and will provide training as needed.

8.3. **L2 Collection Team Training.** L2 offices will provide collection team members training prior to L2 collection efforts. Training will include collection plan development, conduct of interviews, collection management tools (JLLIS, interview management tools, etc.), data gathering techniques, product development, and dissemination. L2 collection team members and SMEs provide expertise required for a focused collection. The L2 collection team lead is responsible for coordinating training with the JLLIS Tier-1 Administrator or Tier-2 CLM.

8.4. **JLLIS Training.** L2 offices will provide JLLIS training to their organizations and lower echelons. Local training will emphasize use of JLLIS for capturing and managing Observations and Lessons Identified.

9. JOINT LESSONS LEARNED INFORMATION SYSTEM (JLLIS).

9.1. **DoD system of record for JLLP.** JLLIS is a web-based system that implements the requirements for the JLLP. JLLP provides transfer of knowledge within the DoD through the rapid distribution of Observations and recommendations, AARs, TTPs, topic papers, briefings and interviews.

9.2. **JLLIS.** JLLIS allows Air Force personnel to search, submit and manage all Air Force Observations, lessons, AARs, L2 and other information up to SECRET. JLLIS is used to track and disseminate Lessons Identified throughout the Air Force and DoD. JLLIS provides L2 office management, data collection, data management and L2 information distribution.

9.3. System Administration.

9.3.1. AF/A9L is responsible for system administration of the AF JLLIS master site through coordination with Joint Staff/J7 and JLLIS programmers.

9.3.2. The AF/A9 JLLIS Program Manager will update the JLLIS User Guide and checklists, maintain a standard training package on the JLLIS home page and update this instruction annually or when changes to the system and/or process occur.

9.4. JLLIS Business Rules.

9.4.1. The JLLIS community will abide by the CJCSI 3150.25, JLLIS Business Rules and the following guidelines in managing their JLLIS operations:

9.4.1.1. A Tier-1 is at the HAF and MAJCOM level. All other organizations will be assigned as a Tier-2. A Lesson Manager is the manager of Observations and Lessons Identified at the Tier-1 and Tier-2 level. A SME is a person within a Directorate or Command possessing expertise on an Observation, finding, issue, or Lesson Identified.

9.4.1.2. Validation Process. Tier-1 and Tier-2 Lesson Managers and SMEs will review all "Pending" lessons within their Tier. Once an Observation is deemed valid, the Tier-1 or Tier-2 Lesson Manager will activate the Observation as a Lesson Identified and transfer it to the appropriate OPR/OCR for review. Observations that

require work within the Tier will be coordinated through the Tier-1/Tier-2 CLM or the appropriate OPR/OCR.

9.4.1.3. Coordinating Observations Outside a Tier-1. Tier-1 Lesson Managers will work together toward resolving an Observation's ownership. If the OPR/OCR for an Observation belongs to another Tier-1, the owning Tier-1 Admin will contact the appropriate Tier-1 Admin for coordination before transferring. Once transferred, the accepting Tier-1 assumes responsibility for the Observation. If it is found that the OPR/OCR is incorrect, the process will begin again. If ownership cannot be resolved at the Tier-1 level, AF/A9L will resolve ownership. All Lessons Identified will be worked through to resolution.

9.5. Disputes between Tiers.

9.5.1. As Lesson Managers receive Observations submitted by JLLIS users, there may be occasions where a Tier-2 is not appropriate to validate that Observation. In these cases, the Tier-2 Lesson Manager will transfer the Observation to their Tier-1 for reassignment. When doing this, include results of any coordination in the "comment" section of the Observation in JLLIS.

9.5.2. When Observation reassignments between Tier-2 CLMs are disputed, the issue should be brought to the attention of the MAJCOM L2 Director to render a recommended assignment. If the dispute continues, the MAJCOM L2 Director will present it to AF/A9L for L2 GOSG review and coordination. The L2 GOSG is chaired by the AF/CVA. The AF/CVA will serve as final arbiter of disputed Observations assignments if necessary.

9.6. JLLIS Maintenance.

9.6.1. Tier Maintenance. All Tier-1 Administrators should perform periodic Tier maintenance. Maintenance includes reviewing the status of "Active" Observations. Any Observations that have not been worked in more than 30 days should be reviewed and readdressed by the Tier-1 or Tier-2 CLM through the OPR/OCR for resolution, closure or removal from the database.

9.6.1.1. Observations that should be removed include the following: "Test Observations," Observations that are incomplete or unfocused, complaints or personal attacks.

9.6.1.2. Test Binders and AARs should also be removed periodically to keep the Tier free of unnecessary information.

9.6.2. MAJCOMs or NAFs that are an air component to a UCC may be asked by the UCC to participate in the UCC L2 program. Component MAJCOMs and NAFs will participate in their UCC's L2 program as directed by UCC policy and are authorized to coordinate Observations directly with their responsible UCC. Coordination may be conducted by emailing the Observation to the UCC JLLIS Administrator or by entering the Observation on the UCC JLLIS site.

9.6.3. MAJCOMs not a component of a UCC will forward Observations requiring Joint, DoD Agency or UCC coordination to the HAF Tier-1 or the appropriate MAJCOM/C-NAF. The HAF Tier-1 Administrator will notify the responsible action officer/SME who

will review and validate the Observation with their Joint, Agency or UCC point of contact and assume responsibility for tracking the Observation through to resolution.

9.6.4. JLLIS website status updates are the responsibility of the AF/A9L action officer. Updates are available upon request through the responsible AF/A9L action officer.

9.7. JLLIS Configuration Review Board (CRB).

9.7.1. The JLLIS CRB will be held semiannually as part of the AF L2 Community Conference. The AF CRB will be scheduled to allow sufficient time to address AF requirements prior to the Joint CRB.

9.7.2. The Board will review action items from the previous Board, configuration issues, modifications and business rules. Each Tier-1 Administrator will have an opportunity to provide input during the Air Force JLLIS CRB. New JLLIS technologies will also be reviewed during the Technical Sessions of the Air Force L2 Community Conference.

9.7.3. The Air Force JLLIS CRB is chaired by the Air Force JLLIS Program Manager. Tier-1 Administrators and the Recorder are voting members of the CRB. Members of the Joint Staff/J7 have a standing invitation to attend. This courtesy is also extended to the other members of the Air Force JLLIS and L2 community.

9.7.4. Each Tier-1 Administrator is responsible to collect input(s) from their respective Tier-2s for the Air Force CRB prior to the conference. The purpose is to provide an opportunity for Administrators to speak/vote for the actions that affect their Tier. The Tier-2 CLMs are not voting members of the Air Force CRB. In the event of a tie during the voting process, the Air Force JLLIS Program Manager will cast the deciding vote.

9.7.5. All Air Force CRB items that impact the other JLLIS master sites must go before the Joint Staff/J7 and the Worldwide Joint Training and Scheduling Conference (WJTSC) CRB for review and approval. The AF JLLIS Program Manager will represent the Air Force during the WJTSC on all Air Force JLLIS related issues. Results from the WJTSC will be shared and reviewed by the JLLIS L2 community.

9.8. Network Security.

9.8.1. Joint Staff/J7 policy and guidance for NIPRNET JLLIS only allows access to Australia, Canada, Great Britain and United States (ACGU) personnel and Foreign Exchange Officers / LNOs sponsored and/or assigned to DoD organizations. United States Government has a National Disclosure Policy for SIPRNET. The following information is in accordance with Joint Staff/J7 guidance pending release of formal DoD guidance for JLLIS:

9.8.1.1. JLLIS information is considered For Official Use Only (FOUO). If there is a requirement to convert/migrate FOUO data to a DoD-wide system of Controlled Unclassified Information (CUI), the FOUO marking of JLLIS products will help prevent commercial access but allow access to those with valid requirements and registration (soft certs).

9.8.1.2. DoD Instruction 8110.1, Multinational Information Sharing Networks Implementation, February 6, 2004 implements policy and designates the MNIS Combined Enterprise Regional Information Exchange System (MNIS CENTRIXS) as

the DoD standard for multinational information sharing networks using the Global Information Grid (GIG).

9.8.2. ACGU personnel assigned to or sponsored by a DoD organization and issued a Common Access Card (CAC) permitting access to the DoD computer network/system are authorized access to JLLIS. These members are authorized to register in JLLIS as members of their assigned and sponsoring DoD organization.

9.8.2.1. Registration is validated and controlled through the organizations' security office and approved by the Air Force JLLIS Program Manager.

9.8.2.2. ACGU personnel who are validated and authorized access to the US DoD SIPRNET are authorized access to JLLIS on SIPRNET. (i.e., DoDD 8500.01, Information Assurance, paragraph 4.8. - 4.9.1)

9.8.3. AF/A9L guidance concerning loading, access, and release of JLLIS information for both sites is IAW Air Force and Joint Staff Network Security Guidance. SIPRNET: <http://www.jllis.smil.mil/usaf> and NIPRNET: <https://www.jllis.mil/usaf>. For any questions or concerns please contact the JLLIS Program Manager, afa9jllis@pentagon.af.mil.

9.9. JLLIS Tier-1 Administrators and Tier-2 Command Lesson Managers.

9.9.1. Tier-1 Administrators will:

9.9.1.1. Be appointed by the MAJCOM L2 Director and the names sent forward to the AF/A9L JLLIS Program Manager.

9.9.1.2. Forward all JLLIS issues (e.g., permission upgrade requests and system malfunctions and modification recommendations) to the Air Force JLLIS Program Manager for coordination, review and resolution.

9.9.1.3. Have one vote on the JLLIS Configuration Review Board.

9.9.1.4. Establish and certify Tier-2 CLMs.

9.9.1.5. Coordinate validation of Observations submitted to their Tier by collection teams, Tier-2 Lesson Managers or other authorized users.

9.9.1.6. Send name, contact information and graphics for the Tier-2 CLM, to the AF-JLLIS Program Manager (AF/A9L) for review, approval and implementation. A Tier-2 site cannot be authorized in JLLIS without approval of the applicable Tier-1 Administrator.

9.9.1.7. Provide JLLIS and collection guidance for all Tier-2 CLMs assigned within the HAF/MAJCOM Tier-1.

9.9.1.8. Act as the single point of contact within the command for JLLIS issues (registration, system errors and configuration requests).

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

9.9.2. Tier-2 Command Lesson Manager (CLM) will:

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

9.9.2.2. Be identified by their MAJCOM/A9 Tier-1 Administrator to the AF/A9L JLLIS Program Manager.

9.9.2.3. Not vote on the JLLIS Configuration Review Board.

9.9.2.4. Coordinate validation of Observations submitted to their Tier by collection teams or other authorized users.

9.9.2.5. Forward all JLLIS issues (e.g., issues and permissions) to their Tier-1 Administrator for coordination, review and resolution.

9.9.2.6. Act as the single point of contact within the command for JLLIS issues (registration, system errors and configuration requests).

9.10. **Tracking Database Management.** L2 organizations will use JLLIS to archive and track their Observations and Lessons Identified action items. Exception: organizations with a requirement to track lessons on coalition partner networks may use other methods as required. Organizations using stand-alone methods should transfer lessons with broader AF equity to JLLIS to ensure they are accessible by the widest possible AF and DoD audience.

9.11. **JLLIS Training.** AF/A9L is responsible for oversight of the JLLIS training program. The AF-JLLIS Program Manager is available to provide formal JLLIS training classes for Tier-1 Administrators, Tier-2 CLMs and personnel assigned to HAF. Each L2 office will establish guidelines for JLLIS training currency and a method to track training completion.

9.11.1. The Tier-1 Administrators JLLIS training program consists of training newly assigned Tier-2 CLMs, establishing a Tier-1 training program for use throughout the command, as well as conducting classroom and over-the-shoulder training sessions locally through recurring sessions or just-in-time training as required.

9.11.2. Tier-2 CLMs will provide training for NAF and lower echelon personnel. If the Tier-1 has no Tier-2 CLMs assigned, overall training for NAF and/or lower echelon personnel remains the responsibility of the Tier-1 Administrator.

9.11.3. Tier-1/2 training should cover coordinating and tracking Observations through the AFLP. Training will include tracking a lesson to resolution and basic authorized JLLIS user training. Training should include the command's local process based on command guidance through a tutorial or a locally developed training course.

9.11.4. MAJCOM/A9L offices will provide their personnel basic authorized JLLIS user training, Tier-1 Administrator training for newly assigned Administrator/Managers and Tier-2 CLM training.

9.11.5. Basic Authorized JLLIS User Training is provided by AF/A9L, Tier-1 Administrator/ Manager or Tier-2 CLMs. This training is for new JLLIS users who will use the system on a recurring basis for research, submitting Observations, AARs, etc. Basic user training information is also posted on the JLLIS home page.

10. FORMS ADOPTED.

- 10.1. AF Form 847, *Recommendation for Change of Publication*
- 10.2. AF IMT 4329, *Observation or Lesson Learned* (NIPR)
- 10.3. AF IMT 4329A, *Observation or Lesson Learned* (SIPR)
- 10.4. AF IMT 4330, *After Action Summary Report* (NIPR)
- 10.5. AF IMT 4330A, *After Action Summary Report* (SIPR)

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Director, Studies, & Analyses, Assessments, and
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(AETC)

MARK C. NOWLAND, Brigadier General, USAF
Director of Plans, Programs, Requirements and
Assessments

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

CJCSI 3150.25D, Joint Lessons Learned Program, 10 Oct 08

AFMAN 33-363, Management of Records, 1 Mar 08

AFPD 90-16, Air Force Studies, Analyses, Assessments and Lessons Learned, 4 Jun 08

Abbreviations and Acronyms

AAR—After Action Report

ACGU—Australia, Canada, Great Britain and United States

AEF—Air and Space Expeditionary Forces

AEG—Air and Space Expeditionary Group

(Added-AETC) AETC—Air Education and Training Command

(Added-AETC) AETC L2P—AETC Lessons Learned Program

(Added-AETC) AETC/A9L—AETC Lessons Learned Division

AETF—Air and Space Expeditionary Task Force

AEW—Air and Space Expeditionary Wing

AF—Air Force

AFFOR—Air Force Forces

AFL2P—AF Lessons Learned Program

AFLP—Air Force Lessons Process

(Added-AETC) AFRS—Air Force Recruiting Service

AFSO21—Air Force Smart Operations for the 21st Century

ANG—Air National Guard

AOC—Air and Space Operations Center

AOR—Area of Responsibility

(Added-AETC) AU—Air University

CAC—Common Assess Card

CLM—Command Lessons Manager

C-NAF—Component Numbered Air Force

CRB—Configuration Review Board

CUI—Controlled Unclassified Information

DCR—DOTMLPF Change Request

(Added-AETC) DoD—Department of Defense

DOTMLPF&P—Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities and Policy

DRU—Direct Reporting Unit

FOA—Field Operating Agency

GOSG—General Officer Steering Group

HAF—Headquarters Air Force

HHQ—Higher Headquarters

IG—Inspector General

IR—Issue Resolution

JCIDS—Joint Capabilities Integration and Development System

JET—Joint Expeditionary Tasking

JLLIS—Joint Lessons Learned Information System

JLLP—Joint Lessons Learned Program

LI—Lessons Identified

LNO—Liaison Officer

L2—Lesson Learned

MAJCOM—Major Command

NAF—Numbered Air Force

(AETC) NAF—Numbered Air Force

NIPRNET—Non-Secure Internet Protocol Router Network

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

(Added-AETC) POC—Point of Contact

PR—Periodic Report

RFI—Request For Information

SIPRNET—Secure Internet Protocol Router Network

SME—Subject Matter Expert

Stan/Eval—Standardization/Evaluation

TIR—Tracking Issue Resolution

(Added-AETC) TMT—Tasker Management Tool

TTPs—Tactics, Techniques, and Procedures

UCC—Unified Combatant Command

USAF—United States Air Force

WJTSC—Worldwide Joint Training and Scheduling Conference

Terms

Active—A status of a Lesson Identified indicating that the lesson is currently being worked to resolution by a DOTMLPF&P OPR.

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

Collection—Collection is a method by which Observations enter the AFLP and involves formal and informal methods. Observations can be “pulled” into the process through formal collection efforts or they can be “pushed” into the process by organizations, units and individual Airmen. In a learning culture, every Airman, civilian and contractor contribute to the AFLP.

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

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

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

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

Observation—An input from any source into the AFLP. Observations contain information regarding specific events, activities, circumstances or outcomes and should include sufficient factual and contextual information to support their validation.

Resolution—Process to ensure Lessons Identified are staffed for action. Resolution actions should be captured in JLLIS or appropriate documents and tracked to closure.

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

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

Attachment 2

AIR FORCE LESSONS LEARNED GENERAL OFFICER STEERING GROUP (AF L2 GOSG) CHARTER

A2.1. Purpose. The GOSG is a forum for senior leaders to discuss operational and strategic level lessons and to shape AFL2P activities.

A2.2. Concept. AF/A9 sponsors an AF/CVA-chaired annual meeting attended by HQ USAF senior leaders, MAJCOM/CVs and other invited senior leaders. This meeting provides a means for senior leaders to:

A2.2.1. Enhance the understanding of L2 from the conduct of operations, exercises and contingencies.

A2.2.2. Inform key process owners of important L2 information that can be used for their decisions.

A2.2.3. Review current CSAF L2 focus areas, status of any associated lessons and proposed topics for future CSAF L2 focus areas.

A2.3. Membership:

A2.3.1. Chair: AF/CVA

A2.3.2. Co-chair: AF/A9

A2.3.3. SAF: XC, LL, IA, IG

A2.3.4. AF: A1, A2, A3/5, A4/7, A8, A9, A10, HC, HO, JA, SE, SG

A2.3.5. MAJCOM/CVs, NGB/CF

A2.3.6. LeMay Center/CC, USAFWC/CC, USAFEC/CC

A2.3.7. AFDW/CV

A2.3.8. Others as required by the meeting agenda

A2.4. Roles and Responsibilities:

A2.4.1. AF/CVA chairs the meeting.

A2.4.2. AF/A9 develops the agenda and content for approval.

A2.4.3. GOSG members discuss L2 and associated topics for their functional areas.

A2.4.4. Selected members and guests provide highlights of their L2 activities.

A2.4.5.1. AF/A9L serves as GOSG secretariat to organize meetings and accomplish follow-on tasks.

A2.5. Timing and Venue:

A2.5.1. Annual, preferably pre-CORONA

A2.5.2. HQ USAF (Secure VTC for members outside National Capitol Region)

A2.6. AF Stakeholder GOSG Role:

A2.6.1. Stakeholders GOSGs are formed as advocacy groups related to specific reports or threads designated under CSAF Focus Areas.

A2.6.2. Stakeholder GOSG members will advise collection team members on content of specific collections and preview designated reports at the GO/SES level prior to more general distribution.

A2.6.3. Stakeholder GOSG members will validate Observations, advocate for issue resolution, implement solutions and incorporate lessons within their area of functional or operational responsibility.

Attachment 3

OBSERVATION OR LESSON LEARNED TEMPLATE

		<input type="button" value="Close"/> <input type="button" value="Save"/> <input type="button" value="Print"/> <input type="button" value="Email"/> <input type="button" value="Submit"/>	
OBSERVATION, ISSUE or LESSON LEARNED		Report Control Symbol: HAF XOW(AR)0109	
Use this IMT on the Non-Classified Internet Protocol Router Network (NIPRNET)			
POC Name (Rank First Last):		Sponsor:	
Exercise/Event Name:		Office of Primary Responsibility:	
Commercial Phone Number:		DSN Phone Number:	Category:
E-mail Address:		Date: MONTH / DAY / YEAR	Overall Classification:
			UNCLASSIFIED
TITLE: (U)			
5. OBSERVATION: (U)			
6. DISCUSSION: (U)			
7. LESSON LEARNED: (U)			
8. RECOMMENDATION: (U)			
9. COMMENTS: (U)			
AF IMT 4329, 20040324, V1			

Attachment 4

AFTER ACTION REPORT TEMPLATE

	Close Save Print Email Submit	
AFTER ACTION SUMMARY REPORT		Report Control Symbol: HAF XOW(AR)0109
Use this IMT on the Non-Classified Internet Protocol Router Network (NIPRNET)		
POC Name (Rank First Last):	Sponsor:	
Exercise/Event Name:	Office of Primary Responsibility:	
Commercial Phone Number:	DSN Phone Number:	
E-mail Address:	Date: MONTH / DAY / YEAR	Overall Classification: UNCLASSIFIED ▼
TITLE: (U) ▼ Summary -		
5. GENERAL DESCRIPTION: (U) ▼		
6. DATES: (U) ▼		
7. LOCATION OF OPERATIONS: (U) ▼		
8. LOCATION OF PERSONNEL: (U) ▼		
9. OBJECTIVES: (U) ▼		
10. LIMITATIONS: (U) ▼		
11. MAJOR PARTICIPANTS: (U) ▼		
AF IMT 4330, 20040107, V2		