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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 (AFLLP) to include developing standards for major activities under the Air Force Lessons Process (AFLP). It covers all activities associated with lessons learned (LL) support for operations, exercise, and wargame after action reports (AARs) as well as other LL activities. This instruction guides AF positions to the Joint Lessons Learned Program (JLLP) and the joint community on LL matters. This instruction applies to all Air Force military, civilian, and contractor personnel, including the Air Force Reserve and Air National Guard (ANG). This Air Force Instruction (AFI) may be supplemented by Air Force Major Commands (MAJCOMs) or other subordinate levels, but must be coordinated with AF/A9L prior to approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Requests for waivers must be submitted through the chain of command to the appropriate Tier waiver approval authority. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule located in the Air Force Records Information Management System. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

**SUMMARY OF CHANGES**

This document is substantially revised and must be completely reviewed. The revision is more closely aligned with the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3150.25E, *Joint Lessons Learned Program*, to include the use of the Joint/Army/Marine Corps/Navy accepted acronym terminology for lessons learned as LL versus the previous use by AF/A9 of the stand-alone acronym terminology for lessons learned of L2. The revision includes instructions for identifying Tier waiver authorities as approved by the Inspector General Advisory Board and IAW AFI 33-360. Chapter 3.6 re-emphasizes AAR reporting. Chapter 8 has been significantly amended to emphasize AFLLP orientation versus training. Additionally, clarification has been made to Chapter 9 for the role of Air Force Intelligence, Surveillance, and Reconnaissance Agency's (AF ISR Agency) system management of the Joint Worldwide Intelligence Communications System (JWICS) Joint Lessons Learned Information System (JLLIS).

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## Chapter 1

### PROGRAM OVERVIEW

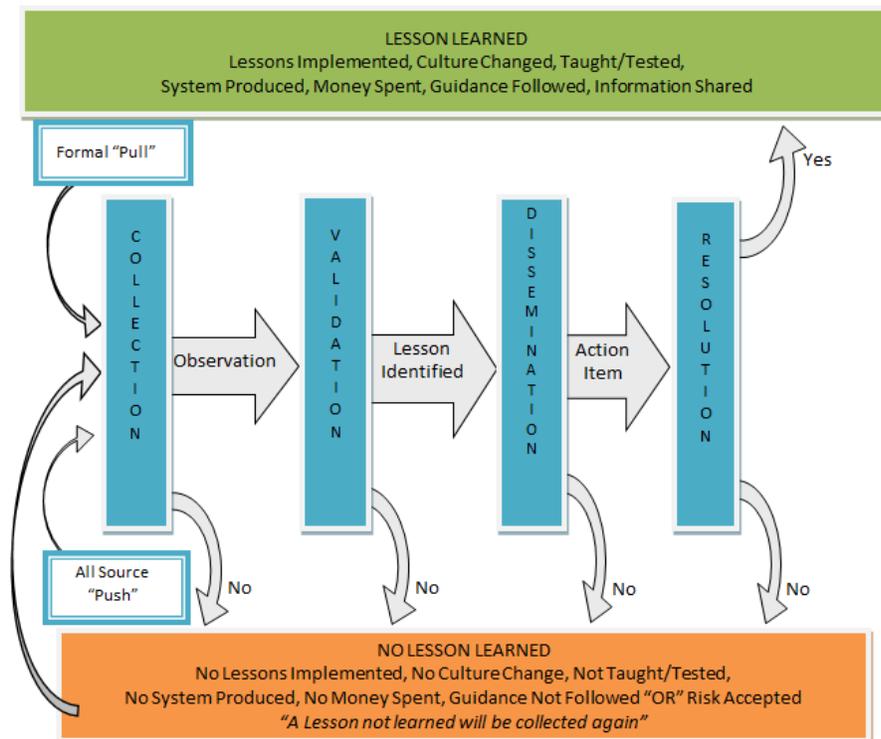
**1.1. Overview.** This publication establishes guidance and procedures for the AFLLP Air Force-wide. The AFLLP exists to enhance readiness and improve combat capability by capitalizing on the experiences of Airmen.

**1.2. Purpose.** An LL is an Observation that, when validated and resolved, becomes an evaluated insight resulting in an improvement in military operations or activities at the strategic, operational, or tactical level. It results in long-term, internalized change to an individual or an organization. Coupling LL 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 and education, personnel, facilities, and policy (DOTMLPF-P).

1.2.1. An LL observation is not a compliance “report card” nor is it automatically accepted and implemented without the scrutiny of functional experts. An LL is also not “owned” by any one organization. Rather, the mandate for all organizations participating in the AFLLP is to coordinate activities and collaboratively exchange Observations and Lessons Identified for the benefit of the total Air Force mission.

1.2.2. **Air Force Lessons Process (AFLP).** 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.

**Figure 1.1. Air Force Lessons Process (AFLP).**



1.2.3. **Collection.** Collection is the method by which Observations initially enter the AFLP. Observations can be “pulled” into the process through formal collection efforts or “pushed” into the process by organizations, units, and individuals. When a lesson is not learned it is collected on again. In an AF learning culture, every Airman, AF civilian, and AF contractor can contribute to the AFLP.

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

1.2.5. **Dissemination.** Dissemination is the distribution of Lessons Identified to organizations for action or information, 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. Means of dissemination include, but are not limited to the use of JLLIS database (<https://www.jllis.mil> or <http://www.jllis.smil.mil>), transfer of JLLIS entries to lower or higher echelon LL offices, LL reports, and LL bulletins.

1.2.6. **Resolution.** 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 (i.e., 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.

1.2.7. Identified LL offices will establish procedures to resolve Lessons Identified and accomplish issue resolution actions taken by OPRs. LL offices 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 LL offices will observe corrective actions and be vigilant for similar repeat Observations.

1.2.8. The LL process is not intended to bypass the chain of command. A structured process is in place to review Observations by appropriate JLLIS Tier-1 Administrators, Tier-2 Command Lesson Managers (CLMs), and functional subject matter experts (SMEs).

1.2.9. Due to their different mission and responsibilities, LL functions will not be combined in the same office with Historians 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, LL functions are collaborative partnerships to capture and share lessons. For similar reasons, the LL program will not be combined with the Safety function at any echelon. However, Lessons Identified in both IG, Safety, and History functions should, when possible, be sent to the AF LL Community.

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

**1.3. Waivers.** When complying with official policy, guidance, and/or procedures, the unit may request a waiver.

1.3.1. Waiver requests will be IAW AFI 33-360. All waiver authorities for each unit (wing or equivalent, and below, Field Operating Agency (FOA), or Direct Reporting Unit (DRU)) are established according to tiers IAW AFI 33-360.

## Chapter 2

### ROLES AND RESPONSIBILITIES

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

2.1.1. Oversees the AFLLP and AF participation in the JLLP.

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

2.1.3. Ensures the AFLLP meets the goals of USAF leadership and the needs of Airmen and commanders at all levels.

2.1.4. Upon Chief of Staff of the Air Force (CSAF) approval, manages annual CSAF priority-aligned LL Focus Areas for collection.

2.1.5. Requests each Headquarters (HQ) USAF 2-letter office (Secretariat and Air Staff) identify a point of contact for the AFLLP and address their Observations through the AFLP.

#### 2.1.6. The Directorate of Air Force Lessons Learned (AF/A9L).

2.1.6.1. Serves as the OPR for the AFLLP. Provides guidance and establishes processes for the AFLP to include developing standards for major activities under the AFLLP.

2.1.6.2. Provides an orientation on LL collections and JLLIS, and development of members of the Air Force LL professional community on a by request basis.

2.1.6.3. Manages the AF JLLIS system on behalf of the AF for the Joint Staff. AF/A9LS ensures AF personnel have ready access to these LL processes and information through JLLIS.

2.1.6.4. Assists Air Force organizations in performing LL activities as required.

2.1.6.5. Manages the Air Force portion of JLLP online database for collecting, storing, tracking, and displaying LL information. Works to maximize joint and multi-service sharing of LL information.

2.1.6.6. Addresses Lessons Identified forwarded by subordinate LL organizations or Observations submitted by the HQ USAF staff. Tracks AF-level Lessons Identified through resolution and assists information crossflow between OPRs and offices of collateral responsibility (OCRs) working their implementation.

2.1.6.7. Provides AFLLP inputs to HQ USAF corporate processes. Provides the AF position to the JLLP and advises the joint community on LL matters.

2.1.6.8. Collects HQ USAF-level Lessons Identified from exercises and contingency operations in which the AF Crisis Action Team (AFCAT) participates. Maintains trained and ready personnel for the AFCAT LL position.

2.1.6.9. Accomplishes LL studies and collection activities, in cooperation with AF History Program research and collection efforts, on specific topics/events as directed by senior USAF leadership. Annually implements the CSAF Priority Area LL collection plan.

2.1.6.10. Integrates LL with the Joint Staff, other Service, and non-Department of Defense (DOD) government agencies. Integrates LL activities and processes across the total force to synchronize collections and disseminate information quickly.

2.1.6.11. Analyzes LL content produced by other members of the LL community, other government organizations, and research agencies to extract lessons applicable to AF operations not previously reported and/or acted upon. Disseminates this analysis to targeted AF organizations and through posting in JLLIS.

2.1.6.12. Reviews AARs and any collection reports to extract and act upon any Lessons Identified not previously reported and or acted upon. Disseminates this analysis to targeted AF organizations and through posting in JLLIS.

2.1.6.13. Coordinates LL studies that have operational and 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 LL activities, normally designated as A9L. MAJCOMs, FOAs, and DRUs may designate that a subordinate Numbered Air Force (NAF) or Center perform all or part of MAJCOM, FOA, or DRU-level LL functions in accordance with their respective supplement to this AFI. All waiver authorities are established according to tiers IAW AFI 33-360.

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

2.2.2.1. Serve as OPR for the LL program.

2.2.2.2. Ensure LL collection processes are established and implemented. Ensure organizations add a JLLIS review for any applicable LL to unit coordination and approval processes. Ensure LL collection reports and AARs are posted in JLLIS 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. Ensure Observations and AARs are entered into JLLIS no later than (NLT) 30 days after the event.

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

2.2.2.5. Share LL products' Lessons Identified with other MAJCOMs, NAFs, and lower echelons through the AFLFP.

2.2.2.6. Elevate to AF/A9L any Lessons Identified with implications across the AF 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 AFLFP and in the UCC's LL process (as the air component). These roles overlap as AF organizations may have an interest in operational lessons originating in other areas of responsibility (AORs) and the UCC may have an interest in AF initiatives that can improve operations in that theater.

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

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

2.2.2.10. Participate with HQ USAF, MAJCOM, Joint, and Interagency LL 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 (TTPs), and operational strategy, and with the LeMay Center for Doctrine Development and Education to coordinate doctrine development.

2.2.2.13. On a bi-monthly basis, share Fiscal Year plans, schedules, and activities via the USAF LL Community Calendar on the JLLIS SharePoint website (<https://portal.illis.mil/USAF>) and provide updates as they are available.

### 2.3. All Airmen.

2.3.1. All Airmen are encouraged to register in JLLIS and 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 Forms 4329, *AF Observation, Issue, or Lessons Learned*, and 4330, *After Action Summary Report*, to record their Observations and e-mail them directly to the appropriate NAF, MAJCOM, or HQ USAF-level LL office. Both forms are available online at <http://www.e-publishing.af.mil>.

## Chapter 3

### COLLECTION

**3.1. Purpose.** Collection is the method by which Observations initially enter the AFLP. Observations can be “pulled” into the process through formal LL collection efforts or they can be “pushed” into the process by organizations, units, or individuals. In a learning culture, every AF unit’s Airmen, civilians, and contractors (including those serving with another Service) can contribute to the AFLP by collecting observations and submitting them into the AFLP.

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

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

**3.2.1.1. Participative collection.** The LL 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. However, LL organizations involved should coordinate efforts to the maximum extent possible in order to minimize demands on unit’s during ongoing operations.

**3.2.1.2. Observational collection.** An LL 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 Process).

**3.2.2. After event collection to capture important best practices or issues.** Reconstructs specific events or combat operations after the fact to gain a better understanding of the event’s successes and challenges. 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 coordination with historians, but is not intended to duplicate their work.

**3.2.3. Topical collection.** This collection focuses on a specific subject or cyclic processes (e.g., surveys, focus areas, etc.) based on an LL organization’s desire to further examine or collect information about a specific topic.

3.2.4. Observations and Lessons Identified through event collections and topical collections will be entered into JLLIS for validation, dissemination, and resolution.

**3.3. Techniques and Tools.** LL 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 LL professionals, historians, and other learning organizations is highly encouraged to coordinate on collection dissemination, especially via the JLLIS online database.

### **3.4. General LL Collection Approach.**

3.4.1. When possible, collections should be coordinated in advance with involvement of LL staff SMEs. Collections on many important events (e.g., warfare, contingencies, etc.) are often conducted with little or no notice. Individuals must consult with LL staff on collection techniques and be prepared to apply them during the collection.

3.4.2. Where possible, an LL collection within an organization's AOR should be augmented as required by other LL 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 LL office (at any level) will normally lead collection efforts. AF/A9L participation with other LL organizations in CSAF-directed/multi-service/joint collections permits better access to 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 routine missions or participating in contingencies and/or exercises (e.g., combat operations, humanitarian operations, base closures, peacekeeping operations, noncombatant evacuations, exercises, etc.).

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

**3.6. AAR Reporting.** All waiver authorities for each unit (wing or equivalent, and below) are established according to tiers IAW AFI 33-360.

3.6.1. 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 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 (e.g., deployment, contingency, exercise, etc.) for which they are responsible. AARs are posted in JLLIS and accessible to all registered users.  
(T-2)

3.6.2. Observations to be documented are those which have or can result in improvements in military operations at the strategic, operational, or tactical level. 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 Air Expeditionary Force (AEF) cycle for which the AAR will be produced. Whenever possible, AARs should be submitted as soon as practical to permit timely action. (T-2)

3.6.3. Units participating in operations as part of a continuous AEF cycle will submit AARs to their respective Higher Headquarters (HHQ) NLT than 45 days (for ARC units 90 days) following the end of their deployment. Air Force Forces staff and AOC staff will also submit periodic AARs for continuous AEF operations (e.g., Operation ENDURING FREEDOM). 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. (T-2)

3.6.4. AARs for operations not supported by a continuing AEF cycle (i.e., contingencies and exercises) will be submitted to HHQ NLT 30 days (for ARC units 60 days) after the end of the event unless otherwise directed. (T-2)

3.6.5. Owning organizations will review AARs to pull Observations for processing through the AFLP and post AARs to JLLIS. Lessons Identified during this review will be entered in JLLIS and disseminated to the appropriate OPR for information and resolution. (T-1)

## Chapter 4

### VALIDATION

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

**4.2. Validation Authority (Staff Functional and/or Operational SME).**

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. Analyze Observations for root causes to determine DOTMLPF-P actionable areas.

4.2.1.5. Submit Observations 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 Quality Assurance 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 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 LL offices.

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

## Chapter 5

### DISSEMINATION

**5.1. Purpose.** Dissemination is the distribution of Informational Lessons and 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.

5.1.2. An OPR will be tasked to either resolve to closure Lessons Identified requiring DOTMLPF-P action/changes or ensure Lessons Identified requiring wider dissemination 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.

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

5.2.1.2. “Pull” methodologies allow individuals to retrieve lessons by conducting JLLIS queries or by researching and retrieving published LL reports and bulletins.

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

5.2.3. 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.

## Chapter 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. Enhance the AF'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.

6.1.1.2. Enhance warfighting capabilities by documenting potential solutions across DOTMLPF-P approaches and implementation decisions.

6.1.1.3. Support Air Force senior leaders' decision making.

**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.

6.2.1. **AF/A9L will:**

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

6.2.1.2. In conjunction with SMEs and subordinate LL 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 orientation on TIR including the use of JLLIS for all HQ USAF organizations. The orientation 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/DRUs will** (All waiver authorities for each unit (wing or equivalent, and below, FOA, and DRU) are established according to tiers IAW AFI 33-360):

6.2.2.1. With the support of their respective MAJCOM/FOA/DRU LL organization, convene a recurring review board to track the status of lesson actions deemed critical to the organization. These items may include, but are not limited to, items identified to the JLLP. Active management of action items is essential for lessons with operational and programmatic implications. (T-1)

6.2.2.2. In conjunction with SMEs and subordinate LL offices, track the status of Lessons Identified to the JLLP and the organization's critical lesson action items identified to the MAJCOM/FOA/DRU. Tracking and coordination are essential for lessons with programmatic and operational implications. (T-1)

6.2.2.3. Provide guidance/orientation on organizationally developed TIR processes including the use of JLLIS for their respective organizations. Guidance/orientation 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. (T-1)

**6.2.3. NAF/Center/Unit LL Organizations will:**

6.2.3.1. Maintain a cross-flow of Lessons Identified within their command/ functional community. (T-2)

6.2.3.2. In conjunction with SMEs, track the status of NAF/Center/Unit Lessons Identified to the JLLP. Tracking and coordination are essential for lessons with programmatic implications. (T-2)

6.2.3.3. Provide guidance/orientation on organizationally developed TIR processes including the use of JLLIS for their respective organizations. Guidance/orientation includes techniques on integrating lessons into staff/organization plans and operations as well as coordination of lessons between JLLIS Tier-2 CLMs. (T-2)

**6.3. Closure of Lesson Actions.** Lessons Identified that are entered into an organization's resolution process should be resolved at the lowest level. Actions for Lessons Identified may be closed when a solution has been implemented (i.e., DOTMLPF-P change) 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.

## Chapter 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 LL 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 as able, and coordinate Air Force SME participation in JLLP activities.
- 7.2.3. Track and coordinate joint Lessons Identified within the AFLLP.

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

- 7.3.1. Monitoring joint LL products to include the JCIDS and Joint Staff Action Processing systems.
- 7.3.2. Assisting HQ USAF and MAJCOM offices with Joint LL submissions and DOTMLPF-P Change Request development, as required.

## Chapter 8

### AFLLP ORIENTATION

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

**8.2. AF Lessons Learned Orientation (All waiver authorities for each unit (wing or equivalent, and below), FOA, and DRU are established according to tiers IAW AFI 33-360).**

8.2.1. AF/A9L is responsible for oversight of the AFLLP orientation program. AF/A9L will provide a just-in-time orientation at MAJCOM's request or when new CLMs are assigned. Each LL office will ensure its own internal orientation program is up to date with material found on the AF Lessons Learned Program website: <https://www.jllis.mil> or <http://www.jllis.smil.mil>. Each LL office will establish guidelines to maintain currency for members supporting their LL program. (T-2)

**8.3. LL Collection Team Orientation.**

8.3.1. LL offices will provide collection team members an orientation prior to LL collection efforts. The orientation will include collection plan development, conduct of interviews, collection management tools (e.g., JLLIS, interview management tools, etc.), data gathering techniques, product development, and dissemination. LL collection team members and SMEs provide expertise required for a focused collection. The LL collection team lead is responsible for coordinating the orientation with the JLLIS Tier-1 Administrator or Tier-2 CLM. (T-2)

**8.4. JLLIS Orientation.** LL offices will provide JLLIS orientation to their organizations and lower echelons. The local orientation will emphasize use of JLLIS for capturing and managing Observations and Lessons Identified. (T-2)

**8.5. USAF Central Command (USAFCENT)/A9 Lessons Learned Forward Deployed Team Orientation.** Deploying LL personnel will attend a unit funded two-day LL deployment-orientation seminar, hosted by AF/A9. The orientation will include an introduction to the USAFCENT/A9 daily processes, required reports, interviews, etc. It will also address the fundamentals of JLLIS (e.g., how to navigate JLLIS, how to load observations and lessons, how to validate an observation, how to track/close observations and lessons, how to disseminate observations and lessons learned to USAFCENT senior leaders) IAW USAFCENTSUP 1 90-1601.

## Chapter 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 Identified, AARs, LL, and other information up to TOP SECRET/Sensitive Compartmented Information (TS/SCI). JLLIS is used to track and disseminate Lessons Identified throughout the Air Force, DOD, and Intelligence Community. JLLIS provides LL office management, data collection, data management, and LL information distribution.

#### **9.3. System Administration.**

9.3.1. AF/A9L is responsible for system administration of the Unclassified Non-Secure Internet Protocol Router Network (NIPRNet) and SECRET Internet Protocol Router Network (SIPRNet) AF JLLIS master sites through coordination with Joint Staff/J7 and JLLIS programmers. The AF ISR Agency, on behalf of the AF LL community, is responsible for system administration of the TS/SCI AF JLLIS master site on the JWICS through 30 Aug 2014. Afterward, the AF ISR Agency will, on behalf of the AF LL community, facilitate submission and resolution of LL concerns on JWICS in coordination with AF/A9L and Joint Staff/J7. AF/A9L will provide administrative support and Joint Staff/J7 (to include Joint Staff/J7 JLLIS programmers) will provide administrative and system support to AF ISR Agency to the furthest extent possible, dependent on security clearances and available resources.

9.3.2. The AF/A9 JLLIS Program Manager will update the JLLIS User Guide and checklists, maintain a standard orientation 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 (All waiver authorities for each unit (wing or equivalent, and below), FOA, and DRU are established according to tiers IAW AFI 33-360):

9.4.1.1. A Tier-1 Administrator is a Lesson Manager at the HQ USAF and MAJCOM level. A Tier-2 CLM/Administrator is a Lesson Manager at the NAF, Wing, or Center level. All other sub-organizations will be assigned as a Tier-3 Organization Lesson Manager (OLM). A Lesson Manager is the manager of Observations and Lessons Identified at the Tier-1, Tier-2, or Tier-3 level. A SME is a person within a Directorate, Command, or unit possessing expertise on an Observation, issue, or Lesson Identified. (T-1)

9.4.1.2. **Validation Process.** Tier-1, Tier-2, and Tier-3 Lesson Managers and SMEs will review all "Pending" lessons within their Tier. Once an Observation is deemed valid, the

Tier-1, Tier-2, or Tier-3 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/Tier-3 Lesson Manager or the appropriate OPR/OCR. Additionally, Tier-1 and Tier-2 Lesson Managers will also review "Pending" reports posted in the JLLIS Document/File Library and determine whether to "Activate or Close" so all reports will be visible to JLLIS users. (T-1)

**9.4.1.3. Coordinating Observations Outside a Tier-1 organization.** 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 organization, the owning Tier-1 Administrator will contact the appropriate Tier-1 Administrator for coordination before transferring. Once transferred, the accepting Tier-1 organization 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. (T-1)

**9.5. Disputes between Tiers (All waiver authorities for each unit (wing or equivalent, and below), FOA, and DRU are established according to tiers IAW AFI 33-360).**

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. (T-2)

9.5.2. When Observation reassignments between Tier-2 CLMs are disputed, the issue should be brought to the attention of the MAJCOM LL Director to render a recommended assignment. If the dispute continues, the MAJCOM LL Director will present it to AF/A9L for LL GOSG review and coordination. The LL GOSG is chaired by the AF/CV. The AF/CV will serve as final arbiter of disputed Observations' assignments if necessary. (T-2)

**9.6. JLLIS Maintenance (All waiver authorities for each unit (wing or equivalent, and below), FOA, and DRU are established according to tiers IAW AFI 33-360).**

**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, Tier-2, or Tier-3 Lesson Manager through the OPR/OCR for resolution, closure, or removal from the database. (T-2)

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 LL program. Component MAJCOMs and NAFs will participate in their UCC's LL 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 HQ USAF Tier-1 or the appropriate MAJCOM/C-NAF. The HQ USAF 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 AF JLLIS 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.

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 LL 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 Joint Lessons Learned Conference CRB for review and approval. The AF JLLIS Program Manager will represent the Air Force during the Joint Lessons Learned Conference on all Air Force JLLIS related issues. Results from the Joint Lessons Learned Conference will be shared and reviewed by the JLLIS LL 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/Liaison Officers 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.

9.8.1.2. DOD Instruction 8110.1, *Multinational Information Sharing Networks Implementation*, implements policy and designates the MNIS Combined Enterprise Regional Information Exchange System (i.e., MNIS CENTRIXS) as the DOD standard for multinational information sharing networks using the Global Information Grid.

9.8.2. ACGU personnel assigned to or sponsored by a DOD organization and issued a Common Access Card 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 8500.01E, *Information Assurance*, paragraph 4.8. - 4.9.1. (Note: ACGU personnel who have been granted access to US DOD SIPRNet will have full access to SIPRNet JLLIS.]

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> and NIPRNet: <https://www.jllis.mil>. For any questions or concerns please contact the JLLIS Program Manager, [afa9jllis@pentagon.af.mil](mailto:afa9jllis@pentagon.af.mil).

**9.9. JLLIS Tier-1 Administrators and Tier-2 Command Lesson Managers (All waiver authorities for each unit (wing or equivalent, and below), FOA, and DRU are established according to tiers IAW AFI 33-360).**

**9.9.1. Tier-1 Administrators will:**

9.9.1.1. Be appointed by the MAJCOM LL 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. Approve Tier-2 or lower sites under their responsibility for access to JLLIS.

9.9.1.7. Provide JLLIS and collection guidance for all Tier-2 CLMs assigned within the HQ USAF/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 CLM/Administrators will** (e.g., AFRC has Tier-2 Administrators):

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

9.9.2.2. Be identified by their MAJCOM/A9 Tier-1 Administrator to the AF/A9L JLLIS Program Manager. (T-2)

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. (T-2)

9.9.2.5. Forward all JLLIS issues (e.g., issues and permissions) to their Tier-1 Administrator for coordination, review and resolution. (T-2)

9.9.2.6. Act as the single point of contact within the command for JLLIS issues (i.e., registration, system errors, and configuration requests). (T-2)

**9.9.3. Tier-3 OLM will:**

9.9.3.1. Consist of a primary and alternate to be appointed by the Commander/Director to manage the Tier-3. (T-2)

9.9.3.2. Be identified by their Tier-2 CLM/Administrator to the MAJCOM/A9L JLLIS Program Manager. (T-2)

9.9.3.3. Coordinate validation of observations submitted or transferred to their Tier by JLLIS users. (T-2)

9.9.3.4. Forward all JLLIS issues (e.g., issues and permissions) to their Tier-2 CLM/Administrator for coordination, review, and resolution. (T-2)

**9.10. Tracking Database Management (All waiver authorities for each unit (wing or equivalent, and below), FOA, and DRU are established according to tiers IAW AFI 33-360).**

9.10.1. LL 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. (T-2)

**9.11. JLLIS Orientation (All requirements for each unit (wing or equivalent, and below), FOA, and DRU are waiver authority tiered IAW AFI 33-360).**

9.11.1. AF/A9L is responsible for oversight of the JLLIS train-the-trainer orientation. The AF-JLLIS Program Manager is available to provide formal JLLIS orientation classes for Tier-1 Administrators, Tier-2 CLMs/Administrators, and personnel assigned to HQ USAF. Each LL office will establish guidelines for JLLIS currency and a method to track orientation completion.

9.11.2. The Tier-1 Administrators JLLIS responsibilities include the orientation of newly assigned Tier-2 CLMs/Administrators, establishing a Tier-1 orientation program for use

throughout the command, as well as conducting classroom and over-the-shoulder orientation sessions locally through recurring sessions or just-in-time as required.

9.11.3. Tier-2 CLMs/Administrators will provide orientation for NAF and lower echelon personnel. If the Tier-1 has no Tier-2 Lesson Managers assigned, overall orientation for NAF and/or lower echelon personnel remains the responsibility of the Tier-1 Administrator. (T-2)

9.11.4. Tier-1/2 orientation will:

9.11.4.1. Cover coordinating and tracking Observations through the AFLP. (T-2)

9.11.4.2. Include tracking a lesson to resolution and basic authorized JLLIS user orientation. (T-2)

9.11.4.3. Include the command's local process based on command guidance through a tutorial or a locally developed orientation course. (T-2)

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

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

JACQUELINE R. HENNINGSEN, PhD, SES, DAF  
Director, Studies, & Analyses, Assessments, and  
Lessons Learned

## Attachment 1

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### *References*

**CJCSI 3150.25E**, *Joint Lessons Learned Program*, 20 Apr 12

**JP 1-02**, *Department of Defense Dictionary of Military and Associated Terms*, 8 Nov 10 as amended through 15 Apr 13

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

**AFI 33-360**, *Publications and Forms Management*, 7 Feb 13 incorporating Change 1, 11 Apr 13

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

#### *Prescribed Forms*

**AF Form 4329**, *Observation or Lesson Learned (NIPR)*

**AF Form 4329A**, *Observation or Lesson Learned (SIPR)*

**AF Form 4330**, *After Action Summary Report (NIPR)*

**AF Form 4330A**, *After Action Summary Report (SIPR)*

#### *Adopted Forms*

**AF Form 673**, *Air Force Publication/Form Action Request*

**AF Form 399**, *Air Force Publication/Form Status Request*

**AF Form 847**, *Recommendation for Change of Publication*

#### *Abbreviations and Acronyms*

**AAR**—After Action Report

**ACGU**—Australia, Canada, Great Britain, and United States

**AEF**—Air Expeditionary Forces

**AETF**—Air Expeditionary Task Force

**AF**—Air Force

**AFCAT**—Air Force Crisis Action Team

**AF ISR Agency**—Air Force Intelligence, Surveillance, and Reconnaissance Agency

**AFLLP**—AF Lessons Learned Program

**AFLP**—Air Force Lessons Process

**AFSO21**—Air Force Smart Operations for the 21st Century

**AOC**—Air Operations Center

**AOR**—Area of Responsibility

**CLM**—Command Lessons Manager

**C-NAF**—Component Numbered Air Force

**CRB**—Configuration Review Board

**CSAF**—Chief of Staff of the Air Force

**CUI**—Controlled Unclassified Information

**DOD**—Department of Defense

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

**DRU**—Direct Reporting Unit

**FOA**—Field Operating Agency

**GOSG**—General Officer Steering Group

**HHQ**—Higher Headquarters

**IG**—Inspector General

**IR**—Issue Resolution

**ISR**—Intelligence, Surveillance, and Reconnaissance

**JCIDS**—Joint Capabilities Integration and Development System

**JET**—Joint Expeditionary Tasking

**JLLIS**—Joint Lessons Learned Information System

**JLLP**—Joint Lessons Learned Program

**JWICS**—Joint Worldwide Intelligence Communications System

**LI**—Lessons Identified

**L2**—Lesson Learned (Previous USAF terminology)

**LL**—Lesson Learned (Joint accepted terminology per CJCSI 3150.25E)

**MAJCOM**—Major Command

**NAF**—Numbered Air Force

**NIPRNet**—Non-Secure Internet Protocol Router Network

**NLT**—No later than

**OCR**—Office of Collateral Responsibility

**OPR**—Office of Primary Responsibility

**PR**—Periodic Report

**SAF**—Secretary of the Air Force

**SIPRNet**—Secure Internet Protocol Router Network

**SME**—Subject Matter Expert

**Stan/Eval**—Standardization/Evaluation

**TIR**—Tracking Issue Resolution

**TS/SCI**—TOP SECRET/Sensitive Compartmented Information

**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 Informational Lessons and 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.

**JLLIS**—JLLIS is the system of record for the AF LL process and may be used by any Airman. JLLIS is the central repository for Observations, Lessons Identified, AARs, and other LL reports.

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

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

**Observation**—An input from any source into the 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 LL GOSG) CHARTER

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

**A2.2. Concept.** AF/A9 sponsors an AF/CV-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 LL from the conduct of operations, exercises, and contingencies.

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

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

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

#### **A2.3. Membership:**

A2.3.1. Chair: AF/CV.

A2.3.2. Co-chair: AF/A9.

A2.3.3. SAF: AQ, CIO A6, IA, IG, LL, SP.

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/CV chairs the meeting.

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

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

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

A2.4.5. AF/A9L serves as GOSG secretariat to organize meetings and accomplish follow-on tasks.

#### **A2.5. Timing and Venue:**

A2.5.1. Annual.

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.