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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 questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*. Route AF Form 847s from the field through MAJCOM publications/forms managers. Ensure all records created as a result of

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(AFGSC) This supplement implements and extends the guidance of Air Force Instruction (AFI) 90-1601, *Air Force Lessons Learned Program*, 22 September 2010. It describes AFGSC’s lessons learned procedures for use in conjunction with the basic AFI. This supplement establishes guidance and procedures for AFGSC units to implement and execute the Air Force Lessons Learned Program. All AFGSC personnel must know the requirements of this instruction and associated publications which pertain to their responsibilities. This supplement applies to HQ AFGSC, its Numbered Air Forces (NAFs), their assigned wings, and AFGSC Direct Reporting Units (DRUs). It also applies to individual reservists as well as activated/mobilized Air Force Reserve Command (AFRC) and Air National Guard (ANG) units gained to AFGSC. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF IMT 847, *Recommendation for Change of Publication*; route AF IMT 847s from the field through the appropriate functional’s chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>. See Attachment 1 for a glossary of references and supporting information.

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).

(AFGSC) This publication has been substantially revised and must be completely reviewed.

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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).

1.2.1. 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.

Figure 1. 1 Air Force Lessons Process (AFLP).

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.

1.2.3. 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.

1.2.5. 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.

1.2.6. 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.

1.2.7. 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. (AFGSC) The AFGSC/CC has designated AFGSC/A9L as the lead lessons learned organization for HQ AFGSC.

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

2.2.2.1. Serve as OPR for the L2 program.

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.

2.2.2.2.1. (Added-AFGSC) The following lessons learned review construct will facilitate the validation and sharing of lessons identified/learned assigned to AFGSC. Lessons will be discussed and resolved at the lowest appropriate level. Further details of AFGSC/A9L operation are provided in [Attachment 5](#).

2.2.2.2.1.1. (Added-AFGSC) Each AFGSC NAF will appoint an L2 POC who will perform Tier-2 functions within the Air Force Joint Lessons Learned Information System (JLLIS) database, as well as review and validate lessons identified/learned best solved at NAF level. This allows the NAFs maximum use of JLLIS and other L2 tool to internally work NAF lessons learned, and provides a framework to engage the MAJCOM should an issue require higher level attention. NAF L2 POCs will maintain a continued effort to resolve each lesson identified/learned, and elevate to AFGSC/A9L any lessons identified with cross-MAJCOM implications or that are beyond the scope of the NAF's authority to address. The L2 POC will also aid AFGSC/A9L in planning lessons learned events (e.g., collections) affecting the NAF, and will ensure AARs of significant events (e.g., exercises, major operations, contingencies) are forwarded to AFGSC/A9L in a timely manner.

2.2.2.2.1.2. (Added-AFGSC) Each AFGSC Wing will appoint an L2 POC (e.g., wing XP) who will perform Tier-2 functions within the JLLIS database, as well as review and validate lessons identified/learned best solved at wing level. This allows the Wings maximum use of JLLIS and other L2 tool to internally work NAF lessons learned, and provides a framework to engage the

MAJCOM should an issue require higher level attention. Wing L2 POCs will maintain a continued effort to resolve each lesson identified/learned, and elevate to the appropriate level (NAF or AFGSC/A9L) any lessons identified with cross-NAF/MAJCOM implications or that are beyond the scope of the Wing's authority to address. The L2 POC will also aid AFGSC/A9L in planning lessons learned events (e.g., collections) affecting the Wing, and will ensure AARs of significant events (e.g., exercises, major operations, contingencies) are forwarded to AFGSC/A9L in a timely manner.

2.2.2.3. Enter Observations and AARs into JLLIS 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 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.

2.2.2.8. 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.

2.2.2.14. **(Added-AFGSC)** Use the following meeting construct to provide a means for senior leadership to discuss operational and strategic level lessons and to shape MAJCOM L2 activities.

2.2.2.14.1. **(Added-AFGSC)** AFGSC Lessons Learned (L2) Working Group (AL2WG). The AL2WG will be established by AFGSC/A9L to address each active observation entered into the JLLIS database. The working group (WG) will consist of an AFGSC/A9L representative, and a Subject Matter Expert (SME), Command Lead, or AFGSC Directorate point of contact (POC) for each topic area represented by an active observation who will review and validate

lessons identified/learned for their area of expertise and maintain a continued effort to resolve each lesson identified/learned. Separate L2WGs may be established to address large numbers of related observations or to address a single focus area as needed. The AL2WG(s) will meet as necessary until the lesson is resolved. The AL2WG will provide AFGSC/A9L with lesson status updates as required by AFGSC/A9L for status reporting.

2.2.2.14.2. **(Added-AFGSC)** AFGSC Lessons Learned (L2) Oversight Board (AL2OB). The AL2OB is a Division Chief-level review board composed of representatives from HQ Directorates and the NAFs. AFGSC/A9L chairs this quarterly meeting to review/resolve lessons identified/learned that have been assigned to AFGSC at all levels of classification. Attending members must have authority to accept/decline OPR designation for the directorate or organization and have the authority to make recommendation on status changes for their lessons (open to close, put on hold, etc.). The AL2OB collects, analyzes, and works solutions to functional lessons with cross-functional ramifications and/or requiring involvement of a higher authority for consideration/resolution or requiring resolution outside AFGSC. Meeting agenda items will include new lessons assigned to AFGSC and the status of active lessons to include those that have been closed or transferred to another organization.

2.2.2.14.3. **(Added-AFGSC)** AFGSC Lessons Learned (L2) Steering Group (AL2SG). The AL2SG is a Director-level board that will receive status updates (briefing, point paper, etc.) as required, but at a minimum, will convene each year just prior to the Air Force Lessons Learned General Officer Steering Group (AFL2GOSG). The AFL2GOSG is described in Attachment 2 of this AFI. The AL2SG is composed of the AFGSC/CV (Chair), AFGSC Directors and NAF/CCs (or NAF designees). The purpose of the Steering Group is to review the status of all active lessons assigned to AFGSC and make recommendations for status changes as appropriate. AFGSC/A9L will use the information gathered from the working groups, oversight boards and steering groups to prepare the AFGSC/CV for the AFL2GOSG. AFGSC L2 meeting schedules will be aligned with the AFL2GOSG as much as possible. AFGSC/A9L acts as recorder and executive secretary. This Steering Group will provide senior leadership oversight at all levels of classification of the AFGSC L2 Program as set forth in this AFI and other applicable directives.

2.3. All Airmen.

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.

3.2. 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.

3.2.2. *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. **(AFGSC) Purpose.** AFGSC/A9L or a Tier-2 (NAF or Wing) L2 POC will review a JLLIS issue or observation and identify the point of contact (POC) or office of primary responsibility (OPR). AFGSC/A9L or appropriate Tier-2 L2 POC consults with the appointed POC or OPR, determines whether an issue or observation is valid, and determines if it applies to the command mission or other MAJCOMs. Validated lessons will be worked at the lowest applicable level by a functional manager, training staff officer, SME, NAF, or appropriate wing, but may enter the AL2WG or AL2OB process as needed.

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.

4.2.1.1. **(AFGSC)** AFGSC/A9L will consult SMEs, Command Leads, and Directors to ensure accuracy, completeness, and applicability of collected observations.

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.

4.2.1.5. (AFGSC) Command Leads and Directors will provide SMEs for most global strike related issues. For non-global strike related issues, (e.g., personnel, security, police, services, etc.), AFGSC/A9L will identify the appropriate SME.

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.

5.1.2. 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. 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.

6.1.1.2. 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.

6.2.1. 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.

6.2.2.2.1. **(Added-AFGSC)** NAF and Wing L2 POCs will provide information, as required, to AFGSC/A9L to keep the status of lessons for their area of responsibility current.

6.2.2.2.2. **(Added-AFGSC)** AFGSC/A9L will provide quarterly status reports at the HQ AFGSC level to ensure AFGSC senior leaders are kept informed of the status of active lessons. AFGSC/A9L will ensure that information in JLLIS is updated with the most current information reported.

6.2.2.2.3. **(Added-AFGSC)** AFGSC/A9L will host monthly meetings with NAF and Wing L2 POCs via DCO, VTC, or available convenient format to facilitate tracking and coordination of observations and events.

6.2.2.2.4. **(Added-AFGSC)** With assistance from NAF lessons learned POCs, AFGSC/A9L will ensure the inclusion of AFGSC lessons implemented in future exercises or similar events to confirm that the implemented changes were made and to verify expected outcomes.

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.

6.3. **(AFGSC) Closure of Lessons Actions.** AFGSC/A9L will ensure completed AFGSC lessons identified are closed in JLLIS, archived for future reference, and periodically reviewed as part of a long term tracking process.

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.

8.3. **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)*

Dr. JACQUELINE R. HENNINGSEN
Director, Studies, & Analyses, Assessments, and
Lessons Learned

(AFGSC)

RONALD L. GROVE, Col, USAF
Director of Analyses, Assessments and Lessons
Learned

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

(Added-AFGSC) CJCSI 3170.01F, *Joint Capabilities Integration and Development System, 1 May 2007*

(Added-AFGSC) AFI 90-1601, *Air Force Lessons Learned Program, 22 September 2010*

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

AETF—Air and Space Expeditionary Task Force

AEW—Air and Space Expeditionary Wing

AF—Air Force

AFFOR—Air Force Forces

(Added-AFGSC) AFGSC—Air Force Global Strike Command

(Added-AFGSC) AFI—Air Force Instruction

(Added-AFGSC) AFL2GOSG—Air Force Lessons Learned General Officer Steering Group

AFL2P—AF Lessons Learned Program

AFLP—Air Force Lessons Process

(Added-AFGSC) AFRC—Air Force Reserve Command

AFSO21—Air Force Smart Operations for the 21st Century

(Added-AFGSC) AL2OB—Air Force Global Strike Command (AFGSC) Lessons Learned Oversight Board

(Added-AFGSC) AL2SG—Air Force Global Strike Command (AFGSC) Lesson Learned Steering Group

(Added-AFGSC) AL2WG—Air Force Global Strike Command (AFGSC) Lessons Learned Working Group

ANG—Air National Guard

AOC—Air and Space Operations Center

AOR—Area of Responsibility

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

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

NIPRNET—Non-Secure Internet Protocol Router Network

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

(Added-AFGSC) POC—Point of Contact

PR—Periodic Report

(Added-AFGSC) RDS—Records Disposition Schedule

RFI—Request For Information

SIPRNET—Secure Internet Protocol Router Network

SME—Subject Matter Expert

Stan/Eval—Standardization/Evaluation

TIR—Tracking Issue Resolution

TTPs—Tactics, Techniques, and Procedures

UCC—Unified Combatant Command

USAF—United States Air Force

(Added-AFGSC) WG—Working Group

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

A2.3.5. (AFGSC) The Vice Commander, Air Force Global Strike Command (HQ AFGSC/CV), represents AFGSC at the Air Force Lessons Learned General Officer Steering Group (AFL2GOSG).

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 NAF XOWWAR10109	
Use this IMT on the Non-Classified Internet Protocol Router Network (NIPRNET)			
POC Name (Rank First Last):		Sponsor:	
Esac/oa/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

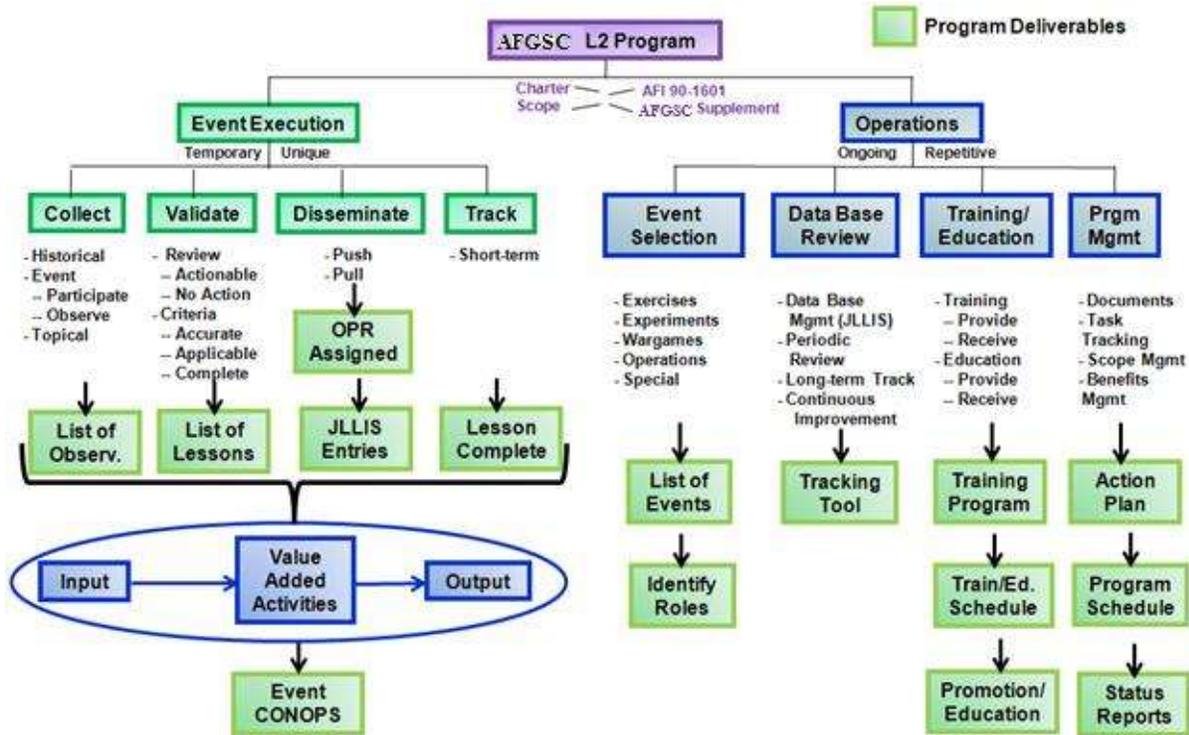
 <input type="button" value="Close"/> <input type="button" value="Save"/> <input type="button" value="Print"/> <input type="button" value="Email"/> <input type="button" value="Submit"/> 		
AFTER ACTION SUMMARY REPORT		Report Control Symbol: HAF X00WARJ0109
Use this IMT on the Non-Classified Internet Protocol 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		

Attachment 5 (Added-AFGSC)

AFGSC LESSONS LEARNED PROGRAM

A5.1. (Added-AFGSC) AFGSC L2 Program: Below is the overall AFGSC L2 Program chart. It displays the breakout of the work functions required of the A9L Division to implement the policies assigned in the original AFI and this AFGSC Supplement. The text following the figure is a description of what is included in each work area.

Figure A5.1. (Added) Air Force Global Strike Command Lessons Learned Program (AFGSCL2P)



A5.1.1. (Added-AFGSC) Lessons Learned Process: The Event Execution side of the AFGSC L2 Program is focused on the process defined in this AFI from collection through dissemination. The Event CONOPS is a document that explains step by step the activities required to complete each function within the L2 process to include the inputs required, actions to be taken, and outputs desired. It is considered the “how to” book for collection events.

A5.1.2. (Added-AFGSC) Event Selection: AFGSC/A9L establishes criteria to prioritize collection events of interest. Given there may not be enough resources to collect on all desired events, the criteria act as screening systems to first determine if an event is value added and then to prioritize the ones that pass. This design ensures the Division prioritizes activities and makes efficient use of its limited resources.

A5.1.3. (Added-AFGSC) Data Base Review: As described in this AFI, there is a need for a short and long term review process to ensure there is a way to implement identified solutions

to allow permanent change to take place. A short term review is required to keep the status of all active lessons current. The long term process focuses on lessons implemented to ensure the solution is permanent and not forgotten over time. Also, a Continuous Improvement (CI) model is available to help understand the lesson, find the root cause, and develop a solution that can be implemented so permanent change takes place.

A5.1.4. **(Added-AFGSC)** Training/Education: Initial and recurring training/education must be included in all programs of this type to keep the force up to date on new procedures and train new individuals as they transfer into a lessons learned position. AFGSC and all subordinate units must be educated on the process used for lessons learned and trained on how they can be a part of the process from collection through dissemination. A9L personnel must receive initial and recurring training as well as provide the training. Finally, as with all programs, collaboration tools are needed. AFGSC/A9L has a web page accessible through the Air Force Portal to provide more detailed information about the AFGSC L2 Division and its ongoing activities.

A5.1.5. **(Added-AFGSC)** Program Management: This final work area involves activities to manage the overall program. An action plan is the primary means of documentation because as this AFI and AFGSC Supplement explain what needs to be done to implement a lessons learned program, this document describes the actions necessary to accomplish the assigned roles and responsibilities. The AFI is the “what” and the Action Plan is the “how.” Detailed activities and deliverables are discussed and metrics to measure the performance of the Division are identified. These metrics then become the basis for process improvement of the AFGSC L2 Program.