

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**



AIR FORCE INSTRUCTION 90-1601

18 DECEMBER 2013

**AIR FORCE RESERVE COMMAND
Supplement**

7 JANUARY 2015

Special Management

**AIR FORCE LESSONS LEARNED
PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at www.e-publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AF/A9L

Certified by: AF/A9
(Dr. Jacqueline R. Henningsen)

Pages: 47

Supersedes: AFI90-1601, 22 September
2010

(AFRC)

OPR: HQ AFRC/A9L

Certified by: HQ AFRC/A9
(CCO) (Mr. Jeffery E. Elliott)

Pages: 18

Supersedes: AFI90-1601_AFRC SUP,
9 November 2012

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.

(AFRC) This supplement implements and extends the guidance in Air Force Instruction (AFI) 90-160118 Dec 13. This supplement describes Air Force Reserve Command (AFRC) procedures to be used in conjunction with the basic instruction. This publication applies to AFRC Units and personnel. This publication does not apply to the Air National Guard (ANG). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with (IAW) Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims>. Supplementary guidance (which includes supplements and separate publications) cannot be less restrictive than the parent publication, but it can be more restrictive. Supplementary guidance must not contradict the parent publication IAW AFI 33-360, para. 6.5.6.6. 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 the appropriate functional chain of command. Unless otherwise noted, AFRC A9 Director (Tier 2) is the waiver authority to policies contained in this Instruction. Submit waiver requests for AFRC/A9 Director's consideration through HQ AFRC/A9L.

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).

(AFRC) This document has been substantially revised and must be completely reviewed. Major changes include: Added Tier waiver codes throughout document IAW AFI 33-360. Identifies Validation Authority (VA) ([para 2.2.2.4](#)); Incorporates Innovation Idea Program into the Lessons Learned (LL) Program ([para 2.2.2.16](#)); Identifies Innovation Idea Performance

Measures ([2.2.2.16.1](#)); Renames Lessons Learned Oversight Board to Lessons Learned and Innovation Board (LLIB) and updates LLIB purpose ([para 2.2.2.17](#)); Updates Lessons Learned and Innovation Board membership ([para 2.2.2.17.1](#)); Identifies Lessons Learned Performance Measures for all levels of program management ([para 2.2.2.18](#)); Updates roles and responsibilities of Lessons Learned Working Group to Lessons and Innovations Working Group ([para 2.2.2.19](#)); Clarifies roles and responsibilities of HQ AFRC Directorate Lessons Learned Functional Area Representative ([para 2.2.2.21](#)); Clarifies roles and responsibilities of NAF & ARPC Lessons Learned Program Manager ([para 2.2.2.22-2.2.2.22.9](#)); Clarifies roles and responsibilities of unit Lessons Learned Program Manager ([para 2.2.2.23-2.2.2.23.11](#)); Clarifies when After Action Reports are required by AFRC unit ([para 3.6.6](#)); Updates JLLIS registration procedures ([para 9.2.1](#)); Deleted Attachment 5 Lessons Learned Working Group (L2WG) and Lessons Learned Oversight Board (L2OB) membership; Updates AFRC LL Process Flowchart ([Attachment 3](#)); Updates AFRC Collection Process ([Attachment 4](#)); Updates AFRC Validation Process ([Attachment 5](#)); Updates AFRC Dissemination Process ([Attachment 6](#)); and Updates AFRC Resolution Process ([Attachment 7](#)).

Chapter 1—PROGRAM OVERVIEW	6
1.1. Overview.	6
1.2. Purpose.	6
Figure 1.1. Air Force Lessons Process (AFLP).	6
1.3. Waivers.	8
Chapter 2—ROLES AND RESPONSIBILITIES	9
2.1. The Director of Studies & Analyses, Assessments and Lessons Learned (AF/A9).	9
2.2. MAJCOMs, FOAs, DRUs.	10
2.3. All Airmen.	15
Chapter 3—COLLECTION	16
3.1. Purpose.	16
3.2. Types of Collections.	16
3.3. Techniques and Tools.	17
3.4. General LL Collection Approach.	17
3.5. Observation Submission Procedures.	17
3.6. AAR Reporting.	17
Chapter 4—VALIDATION	19
4.1. Purpose.	19
4.1. (AFRC) Purpose.	19
4.2. Validation Authority (Staff Functional and/or Operational SME).	19

Chapter 5—DISSEMINATION **21**

5.1. Purpose. 21

5.2. Dissemination Techniques. 21

Chapter 6—RESOLUTION **23**

6.1. Purpose. 23

6.1. (AFRC) Purpose. 23

6.2. Tracking Issue Resolution (TIR). 23

6.3. Closure of Lesson Actions. 24

Chapter 7—JOINT LESSONS LEARNED PROGRAM (JLLP) **25**

7.1. Purpose. 25

7.2. Concept. 25

7.3. Joint Capabilities Integration and Development System (JCIDS) Integration. 25

Chapter 8—AFLLP ORIENTATION **26**

8.1. Purpose. 26

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). 26

8.3. LL Collection Team Orientation. 26

8.4. JLLIS Orientation. 26

8.5. USAF Central Command (USAFCENT)/A9 Lessons Learned Forward Deployed Team Orientation. 26

Chapter 9—JOINT LESSONS LEARNED INFORMATION SYSTEM (JLLIS) **27**

9.1. DOD system of record for JLLP. 27

9.2. JLLIS. 27

9.3. System Administration. 27

9.4. JLLIS Business Rules. 27

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). 28

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). 28

9.7. JLLIS Configuration Review Board (CRB). 29

9.8. Network Security. 30

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).	30
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).	31
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).	32
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION		33
Attachment 2—AIR FORCE LESSONS LEARNED GENERAL OFFICER STEERING GROUP (AF LL GOSG) CHARTER		38
Attachment 3—(Added-AFRC) AFRC LL PROCESS FLOWCHART		40
Attachment 4—(Added-AFRC) AFRC COLLECTION PROCESS		41
Attachment 5—(Added-AFRC) AFRC VALIDATION PROCESS		42
Attachment 6—(Added-AFRC) AFRC DISSEMINATION PROCESS		44
Attachment 7—(Added-AFRC) AFRC RESOLUTION PROCESS		45
Attachment 8—(Added-AFRC) AFRC/A9 SUPPORT TO AFRC CRISIS ACTION TEAM		47

Chapter 1

PROGRAM OVERVIEW

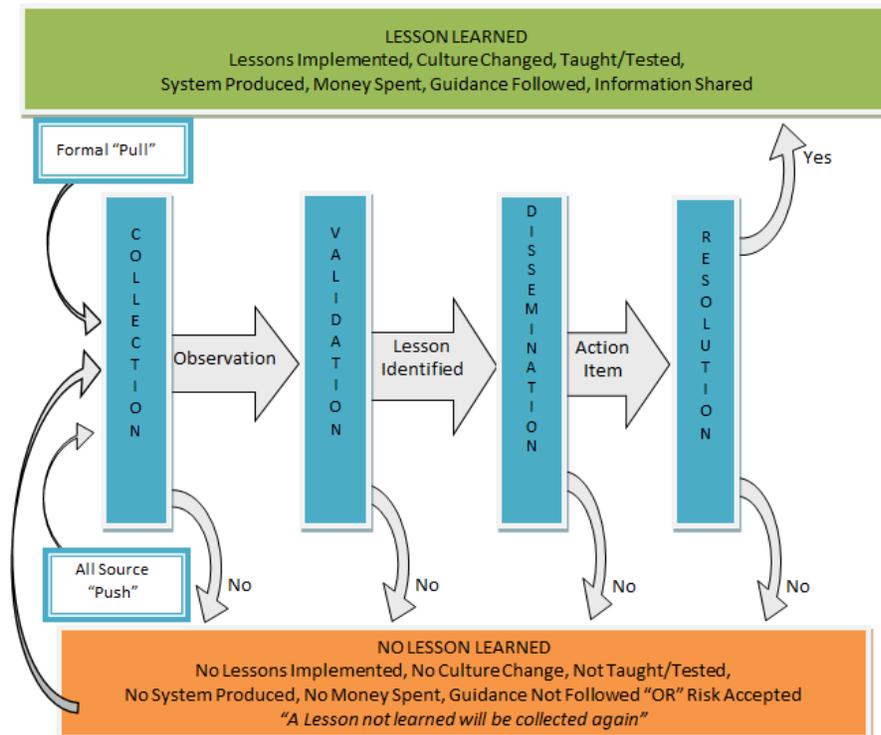
1.1. Overview. This publication establishes guidance and procedures for the AFLLP Air Force-wide. The AFLLP exists to enhance readiness and improve combat capability by capitalizing on the experiences of Airmen.

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.

2.2.1. **(AFRC) MAJCOMS, FOAs, and DRUs will designate an organization as lead for LL activities, normally designated as A9L.** HQ AFRC/A9L is the Office of Primary Responsibility (OPR) for the Air Force Reserve Command Lessons Learned Program (AFRCLLP). (T-2) **Notes:** For the purposes of this supplement, AFRC FGC is considered equivalent to HQ 2-Ltr Directorate and/or Special Staff. For the purposes of this supplement, the Individual Reservist RIO is considered equivalent to ARPC 3-Letter staff.

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.

2.2.2.4. **(AFRC) Establish a process to Validate Observations and share Lessons Identified.** AFRC Lessons Learned Validation Process is designed to promote the lowest level Resolution against a DOTMLPF-P change. Subject Matter Experts (SMEs) function as the Validation Authority (VA). Lessons Learned Program Managers at all levels function as a gatekeeper in facilitating the vetting/validation/sharing of Observations entered into the Joint Lessons Learned Information System (JLLIS) by unit members. **Note:** Observations submitted into JLLIS are activated and viewable in JLLIS after the

validation process occurs. Observations submitted directly from lower tier organizations to the AFRC JLLIS Tier will be automatically transferred to the appropriate JLLIS Tier for review and validation.

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

2.2.2.5. (AFRC) Share LL products' Lessons Identified with other MAJCOMs, NAFs and lower echelons through the Air Force Lessons Learned Program (AFLLP). Analyzes LL content produced by other members of the LL community, other government organizations, and research agencies, to extract potential Lessons applicable to AFRC operations. Lessons Identified (LIs) will be forwarded to appropriate functional SME for analysis and validation.

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 AFLP 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 AFLP 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.jllis.mil/USAF>) and provide updates as they are available.

2.2.2.14. **(Added-AFRC)** Educates AFRC LL personnel and LL Directorate Functional Area Representatives (FAR) on the AFRCLLP, data collection methodologies, and use of LL systems, tools and resources.

2.2.2.15. **(Added-AFRC)** Publish, review and disseminate Special Bulletins to Command senior leaders, key personnel and MAJCOM Functional Managers.

2.2.2.15.1. **(Added-AFRC)** AFRC/A9L will publish Special Bulletins in advance of regularly planned events, exercises or activities, to include Lessons Learned and Innovation Board (LLIB) meetings. Exact number and frequency of bulletins is determined by the HQ AFRC/A9 (CCO) and/or senior leadership.

2.2.2.15.2. **(Added-AFRC)** Special Bulletins may also be driven by unplanned events or activities, such as natural disasters that occur on US territorial properties. Special Bulletins contain Lessons Learned, Observations and After Action Reports from similar events that could be used by operational planners in determining response courses of action.

2.2.2.16. **(Added-AFRC)** The Innovation Idea (I2) Program is incorporated into the AFRCLLP. The purpose of the I2 Program is to capture Innovations at all levels of the AFRC, utilizing AF-JLLIS as the collection and dissemination tool. Innovation is an actionable plan, method, or device which is new or novel and results in a validated improvement that is capable of significantly increasing effectiveness or efficiency (EFF2) in AFRC operations. Innovative Ideas, when implemented and replicated, typically generate significant systemic cost-savings or cost-avoidance. The processing of I2s will utilize the chain of command and follow the same 4-Step LL Process (Collect, Validate, Disseminate and Resolve). For any I2 submission to be fully evaluated, the first three steps of the AF 8-Step Problem Solving Model (8-SPSM) shall be attached to each AF-JLLIS I2 submission. **Note:** Fillable 8-SPSM form located in AFRC JLLIS Document/File Library (Consolidated Document Repository -CDR).

2.2.2.16.1. **(Added-AFRC)** I2 Performance Measures. There are two key performance measures (KPMs) associated with I2 Program management. These KPMs are: (1) AFRC Leadership Innovation (measures the quantity of Innovation Ideas Replicated Outside the Submitting Organization); (2) Innovation Cost Savings (measures hard and soft savings displayed in current year dollars).

2.2.2.17. **(Added-AFRC)** AFRC Lessons Learned and Innovation Board (LLIB): The primary purpose of the AFRC LLIB is to serve as the LI closure authority, address LIs that are exceeding their identified ECD and review Observations or LIs resulting from Joint, AFLL, or other MAJCOM level reports that could impact AFRC priorities. The AFRC LLIB will also review LL key performance measures, as well as the status of AFLL and AFRC LL Collections. The LLIB will also serve as the forum to review new Innovation Ideas which are presented by the NAFs and ARPC. HQ AFRC and subordinate units will submit Innovations in a prioritized order.

2.2.2.17.1. **(Added-AFRC)** The LLIB, chaired by the AFRC/CC, will normally meet three times per year. LLIB members are: HQ AFRC Directorates and Special Staff, NAF/ARPC/CC, and AF/REX/REP. Directors are responsible for briefing the status of their open LIs and I2s, as well as providing SME analysis of emerging (new) LLs/I2 submissions. AFRC/A9L facilitates this meeting. Out-of-cycle LI Closure requests will be accomplished using AFRC Task Management Tool (TMT).

2.2.2.18. **(Added-AFRC)** AFRC LL Program Performance Management: Performance Management is a key component to assess the effectiveness of the AFRCLLP and compliance with its program elements. The KPMs associated with Lessons Learned program management are: (1) LL Standard Work; and (2) LL Issue Resolution. **Note:** Examples are provided "LL Program Template Binder" located in AFRC Tier of JLLIS.

2.2.2.19. **(Added-AFRC)** AFRC/A9L chairs the HQ AFRC Lessons and Innovations Working Group (LIWG). The LIWG normally meets monthly to review/update LL Collections and Performance Measures, reviews CSAF Collection Reports for AFRC

applicability, reviews/recommends Directorate SMEs for each new HQ AFRC managed Observation, tracks open Lessons Identified (LI), tracks open Innovations Ideas, and reviews recommended LI or Innovation Resolution actions.

2.2.2.20. **(Added-AFRC)** HQ AFRC Directorates and Special Staffs:

2.2.2.20.1. **(Added-AFRC)** Appoints a Primary and Alternate FAR to the HQ AFRC LIWG and notifies AFRC/A9L Workflow.

2.2.2.20.2. **(Added-AFRC)** For LIs assigned to their Directorate, oversees the implementation of the AFRC LL Resolution Process as outlined in [paragraph 6.1.4.16](#) and [Attachment 10](#).

2.2.2.21. **(Added-AFRC)** AFRC LL Directorate FAR roles and responsibilities:

2.2.2.21.1. **(Added-AFRC)** Serves as lead POC for LL activities within their respective organization.

2.2.2.21.2. **(Added-AFRC)** Establishes an account in both **NIPRNET** and **SIPRNET** JLLIS.

2.2.2.21.3. **(Added-AFRC)** Reviews and forwards LL Collection Reports & After Action Reports to applicable personnel within their Directorate/Special Staff.

2.2.2.21.4. **(Added-AFRC)** Reviews and forwards LL Special Bulletins to personnel within their Directorate/Special Staff.

2.2.2.21.5. **(Added-AFRC)** Participates in LL collection activities on specific topics/events as directed by AFRC senior leadership.

2.2.2.21.6. **(Added-AFRC)** Coordinates SME identification for AFLL and/or MAJCOM LL collections.

2.2.2.21.7. **(Added-AFRC)** Tracks open Lessons within their Directorate until the OPR has implemented an LL resolution action and is ready for closure.

2.2.2.21.8. **(Added-AFRC)** Updates the LIWG and LLIB on all open LIs, as well as LIs or Innovations being recommended for closure, using templates from the "LL Program Template Binder" located in AFRC Tier of JLLIS.

2.2.2.21.9. **(Added-AFRC)** Ensures Innovation Ideas resulting from AFSO21 events that yield improved effectiveness or efficiency in AFRC operations are entered into JLLIS for consideration of benchmarking and replication across the enterprise.

2.2.2.21.10. **(Added-AFRC)** Ensures Directors are prepared to brief their respective issues at each LLIB.

2.2.2.21.11. **(Added-AFRC)** Advises and educates Directorate personnel on how to submit Observations and/or AARs into JLLIS.

2.2.2.21.12. **(Added-AFRC)** Educates/assists directorate personnel with registration and utilization of the JLLIS **NIPRNET** and **SIPRNET** sites, to include use of the LL search function.

- 2.2.2.21.13. **(Added-AFRC)** Ensures AARs from major operations, contingencies, key exercises, experiments and other significant events and topics identified by leadership are posted in JLLIS under the Document/File Library (CDR) tab.
- 2.2.2.22. **(Added-AFRC)** NAF/CCs and ARPC/CC will each select a LL Program Manager. (T-2) **Note:** The NAF and ARPC Process Manager/CCO normally perform these duties. The LL Program Manager accomplishes the following:
- 2.2.2.22.1. **(Added-AFRC)** Serve as the OPR for all LL activities and LL/I2 submissions originating at the NAF level.
 - 2.2.2.22.2. **(Added-AFRC)** Establish a website in both **NIPRNET** and **SIPRNET** AF-JLLIS and serves as the Administrator for their specific JLLIS Tier websites. Also manages unit's JLLIS sites when unit Process Manager/CCO is not assigned or is deployed.
 - 2.2.2.22.3. **(Added-AFRC)** Conducts NAF/ARPC LL review, validation (see [para 4.2.1](#)), and tracking of all Observations, Innovations, and/or AARs submitted by NAF/ARPC/Unit personnel. Assign new Observations to a validation authority (VA) (normally a SME) within 30 days of initial entry into JLLIS. Activate validated LIs in JLLIS website. The VA normally completes their review within 30 days. **Note:** In areas where the NAF/ARPC lacks functional representation, AFRC skip-echelon staff support may be required for SME analysis and validation.
 - 2.2.2.22.4. **(Added-AFRC)** Performs LL activities for specific events, including accomplishing LL collections as directed by NAF/ARPC leadership.
 - 2.2.2.22.5. **(Added-AFRC)** Educates NAF/ARPC personnel and subordinate units on the AFRCLLP.
 - 2.2.2.22.6. **(Added-AFRC)** Educates/assists NAF/ARPC personnel and subordinate units with registration and utilization of JLLIS **NIPRNET** and **SIPRNET** sites, to include use of the LL search and Daily Digest features of JLLIS.
 - 2.2.2.22.7. **(Added-AFRC)** Advises and educates NAF/ARPC personnel and subordinate units on how to submit Observations, Innovations and/or AARs into JLLIS. Ensures AARs from every major exercise or event are posted and activated in JLLIS under the Document/File Library (CDR) tab. **Note:** see [para 3.6](#) for AAR Reporting procedures.
 - 2.2.2.22.8. **(Added-AFRC)** NAFs/ARPC will track/consolidate and report LL and I2 KPMs as required. (T-3)
 - 2.2.2.22.9. **(Added-AFRC)** Ensures Innovation Ideas resulting from AFSO21 events that yield improved effectiveness or efficiency in AFRC operations are entered into JLLIS for consideration of benchmarking and replication across the enterprise.
- 2.2.2.23. **(Added-AFRC)** Commanders of AFRC Wings and Independent Groups will select an LL Program Manager. (T-2) **Note:** The Process Manager/CCO normally performs these duties. Where no Process Manager/CCO exists, the LL Program Manager is an additional duty. The LL Program Manager accomplishes the following:

- 2.2.2.23.1. **(Added-AFRC)** Serve as the LL advisor to the Wing/Group Commander.
- 2.2.2.23.2. **(Added-AFRC)** Serve as the unit OPR for all LL activities and LL submissions. Establishes and maintains a **NIPRNET** AF-JLLIS website (**SIPRNET** is optional) and serves as the Administrator for the unit's JLLIS Tier website.
- 2.2.2.23.3. **(Added-AFRC)** Conducts LL review, validation (see [para 4.2.1](#)), and tracking of all Observations, Innovations, and/or AARs submitted by unit personnel to the unit's respective JLLIS website. Assign new Observations to a VA (normally a SME) within 30 days of the Observation's initial entry into JLLIS. The validation authority normally completes their review within 30 days. Once validated, activates LIs in their JLLIS website.
- 2.2.2.23.4. **(Added-AFRC)** Performs LL activities for specific events, including accomplishing LL collection activities as directed by wing leadership.
- 2.2.2.23.5. **(Added-AFRC)** Educates unit personnel on the AFRCLLP.
- 2.2.2.23.6. **(Added-AFRC)** Educates/assists unit personnel with registration and utilization of the JLLIS **NIPRNET** and **SIPRNET** sites, to include use of the LL search and Daily Digest features of JLLIS.
- 2.2.2.23.7. **(Added-AFRC)** Advises and educates unit personnel on how to submit Observations, Innovations, and/or AARs into JLLIS. Ensures AARs from major exercise or event are posted and activated in JLLIS under the Document/File Library (CDR) tab. **Note:** see [para 3.6](#) AAR Reporting procedures.
- 2.2.2.23.8. **(Added-AFRC)** In coordination with unit leadership, evaluates AAR criteria (see [para 3.6](#) AAR Reporting procedures), determines which events require an After Action Report, and tracks until AAR completion. Posts and activates/closes AARs in unit's JLLIS website under the Document/File Library (CDR) tab.
- 2.2.2.23.9. **(Added-AFRC)** Accomplishes Request for Information (RFI) data pulls and assists units preparing for deployment by educating wing personnel to conduct LL searches in JLLIS for applicable LLs and AARs for the area of deployment.
- 2.2.2.23.10. **(Added-AFRC)** Ensures Innovation Ideas resulting from AFSO21 events that yield improved effectiveness or efficiency in AFRC operations are entered into JLLIS for consideration of benchmarking and replication across the enterprise.
- 2.2.2.23.11. **(Added-AFRC)** Units will track and report LL KPMs as required. (T-3)

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 AFLFP 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)

3.6.5. (AFRC) Owning organizations will review AARs to pull Observations for processing through the AFLP and post AARs to JLLIS. (T-3) LL Program Managers are responsible for reviewing AARs, extracting applicable Observations, and entering into JLLIS from unit-submitted AARs.

3.6.6. **(Added-AFRC)** Air Force Reserve Command organizations, units and/or functions submit AARs from the following activities: contingencies, exercises, crisis responses, and experiments. Unit commanders are responsible for AAR accomplishment. When multiple AFRC units “rainbow deploy” at the same time for the same mission, a consolidated AAR may be done by the commander of the lead unit. AARs help planners and Airmen at all levels operationalize Lessons real time and improves tactics, techniques and procedures.

3.6.7. **(Added-AFRC)** Unless another After Action Report format is specified, AFRC units will, at a minimum, use AF Form 4330. If the scope of the event exceeds the AF Form 4330, an AFRC expanded/editable AAR format is located on the AFRC “LL Program Template Binder” in JLLIS. (T-3)

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.

4.1. (AFRC) Purpose. The goal of the Validation process is to get to the root cause. Root cause determination will be accomplished using the AF 8-Step Problem Solving Model as outlined in **paragraph 6.1.1.4.** (T-3)

4.1.1. **(Added-AFRC)** Validation Objective: Observations should be reviewed on the basis of suitability for inclusion in the LL process as soon as possible after capture. The initial review process can be carried out by a member of the submitter's chain of command or organizational element or by a dedicated LL Program Manager. This initial review process acts as a filter to remove unsuitable or incomplete Observations. When carried out soon after the Observation has been captured, the reviewing authority will be able to get back to the submitter and clarify any points or issues while they are still fresh in the submitter's mind.

4.1.2. **(Added-AFRC)** The AFRC Validation Process is designed to promote lowest level Resolution and action as measured against a DOTMLPF-P change. SMEs function as the VA. LL Program Managers function as a gatekeeper in facilitating the vetting and validation of new Observations entered into JLLIS by unit members. Gatekeepers facilitate maximum collaboration between the submitter and the resolving function. Validation should occur within 30 days of any new Observation being assigned to a JLLIS Tier site. **Note:** At HQ AFRC, AFRC/A9L functions as the Action Officer (AO)/Gatekeeper for all Observations originating outside command channels to be worked by command staff functionals.

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.

4.2.1.1. **(AFRC) Review Observations for accuracy, applicability and completeness.** To be Valid, AFRC JLLIS Observations must: (1) complete the Observation, Discussion and Recommendation sections of the JLLIS entry, (2) identify at least one DOTMLPF-P correlation, and (3) include references (when applicable). In addition, when validating an Observation, VAs will use the Validation checklist located in the Template Binder at AFRC Tier 1 JLLIS Site. (T-2)

- 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.
- 4.2.1.4. **(AFRC) Analyze Observations for root causes to determine DOTMLPF-P actionable areas.** LL Program Managers, working with submitters, will assign metadata tag(s) to Observations entered into JLLIS, identifying potential DOTMLPF-P change area(s). (T-2)
- 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.
- 4.2.1.6. **(AFRC) Ensure Lessons Identified are returned to the originating JLLIS Tier-1 Administrator and/or Tier-2 CLM for dissemination to issue resolution OPRs.** LL Program Managers will ensure Observations originate within the proper JLLIS Tier to ensure continuity of process operations. (T-2)
- 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.

5.1.4. **(Added-AFRC)** LL Program Managers Disseminate Validated LIs by activating them in their respective JLLIS website. SMEs reviews Observations to determine applicability and if valid, identifies potential DOTMLPF-P changes to resolve and reduce risk. Observations deemed as requiring no DOTMLPF-P change will be fully documented in JLLIS by the SME and returned to LL Program Manager with no further action required. Documentation must clearly identify why AFRC equities are not at risk, why the risk level is acceptable, or that the Lesson is for informational purposes only. (T-2)

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. (AFRC)Purpose. The purpose of the AFRC Resolution Process is to work with LI OPRs to find solutions to valid issues. The Resolution Process is detailed in [Attachment 10](#).

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.

6.1.1.4. **(Added-AFRC)** For the AFRC; Resolution has one additional objective.

6.1.1.4.1. **(Added-AFRC)** Incorporates AF 8-Step Problem Solving Model to Resolving AFRC LIs: The AFRCLLP will leverage the AF 8-Step Problem Solving Model (8-SPSM) (see [Attachment 12](#)) to enhance the Resolution of Observations. Once Observations are validated and an OPR assigned, the Resolution phase will begin. Step One correlates to the Observation section in JLLIS, to include (if needed) contacting the submitter for issue clarification. Step Two correlates to the Discussion section in JLLIS. Step Three correlates to the Recommendation section in JLLIS. Steps Four and Five are used by the resolving OPR to determine the root cause and establish countermeasures to mitigate risk and solve the LI. Steps Six through Eight ensure that the countermeasures that have been put in place achieve the desired end state and ensures the LI has been standardized across the enterprise. Completion of all 8 steps is required before an LI can be recommended for closure and becomes a Lesson Learned. **Note:** Fillable 8-SPSM form located in AFRC JLLIS Document/File Library (CDR).

6.1.1.5. **(Added-AFRC)** Resolution of LIs is vital to the overall effectiveness of the LL Program and to assist the warfighter. OPRs will work aggressively to analyze and reach resolution as quickly as possible. (T-3)

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)

8.2.2. (Added-AFRC) AFRC/A9L will ensure ready access to processes and information through the HQ AFRC/A9 (CCO) Portal web page, A9 EIM SharePoint, as well as the HQ AFRC Tier-1 JLLIS sites. AFRC/A9L will provide AFRCLLP training to newly assigned HQ AFRC LIWG members. AFRC/A9L will also provide new Process Manager/CCO Orientation, normally within 90 days of assignment.

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.

9.2.1. **(Added-AFRC)** AFRC JLLIS Registration: The primary vehicle to disseminate LLs, I2s, AARs, TTPs, topic papers, briefings and interviews is JLLIS. Air Force Reserve Command personnel are highly encouraged to register in both **NIPRNET** and **SIPRNET** JLLIS and to maintain their profile information to reflect the most current status of their organizational assignment. JLLIS only requires users to register once; however, members must coordinate with JLLIS Administrators to delete or change their JLLIS account when no longer assigned to their organization. (T-3)

9.2.2. **(Added-AFRC)** Use of the JLLIS Daily Digest Feature: The Interagency Lessons Learned Search feature powered by JLLIS allows registered users to subscribe to topics of their choosing and receive email RSS notifications when information is updated or entered into the JLLIS database. This feature will automatically “pull” the user-chosen topics from across all domains specified by the user.

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.

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

(AFRC)

JAMES F. JACKSON, Lt Gen, USAF
Commander

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

(Added-AFRC) AFLL—Air Force Lessons Learned

AFLLP—AF Lessons Learned Program

AFLP—Air Force Lessons Process

(Added-AFRC) AFRC—Air Force Reserve Command

(Added-AFRC) AFRC LLIB—Air Force Reserve Command Lessons Learned and Innovation Board

(Added-AFRC) AFRCLLP—Air Force Reserve Command Lessons Learned Program
AFSO21—Air Force Smart Operations for the 21st Century
(Added-AFRC) AO—Action Officer
AOC—Air Operations Center
AOR—Area of Responsibility
(Added-AFRC) ARPC—Air Reserve Personnel Center
(Added-AFRC) CCO—Office Symbol for NAF, ARPC and unit Process Managers
(Added-AFRC) CDR—Consolidated Document Repository (JLLIS Document/File Library)
CLM—Command Lessons Manager
(AFRC) 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
(Added-AFRC) ECD—Estimated Completion Date
(Added-AFRC) ECG—Exercise Control Group
(Added-AFRC) FAM—Functional Area Manager
(Added-AFRC) FAR—Functional Area Representative
(Added-AFRC) FGC—Force Generation Center
FOA—Field Operating Agency
GOSG—General Officer Steering Group
HHQ—Higher Headquarters
(Added-AFRC) HQ—Headquarters
(Added-AFRC) I2—Innovation Idea
(Added-AFRC) IAW—In Accordance With
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

(Added-AFRC) KPM—Key Performance Measure

LI—Lessons Identified

L2—Lesson Learned (Previous USAF terminology)

(Added-AFRC) LIWG—Lessons and Innovations Working Group

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

(Added-AFRC) LLIB—Lessons Learned and Innovation Board

MAJCOM—Major Command

NAF—Numbered Air Force

NIPRNet—Non-Secure Internet Protocol Router Network

(Added-AFRC) NIPRNET—Non-secure Internet Protocol Router Network

NLT—No later than

OCR—Office of Collateral Responsibility

(Added-AFRC) OI—Operating Instruction

OPR—Office of Primary Responsibility

(Added-AFRC) OPS—Operations

PR—Periodic Report

(Added-AFRC) RFI—Request for Information

(Added-AFRC) RIO—Readiness and Integration Organization

(Added-AFRC) RSS—Really Simple Syndication

SAF—Secretary of the Air Force

SIPRNet—Secure Internet Protocol Router Network

(Added-AFRC) SIPRNET—Secure Internet Protocol Router Network

SME—Subject Matter Expert

(AFRC) SME—Subject Matter Expert

(Added-AFRC) 8-SPSM—AF Eight-Step Problem Solving Model

Stan/Eval—Standardization/Evaluation

TIR—Tracking Issue Resolution

(Added-AFRC) TMT—Task Management Tool

TS/SCI—TOP SECRET/Sensitive Compartmented Information

TTPs—Tactics, Techniques, and Procedures

UCC—Unified Combatant Command

USAF—United States Air Force

(Added-AFRC) VA—Validation Authority

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.

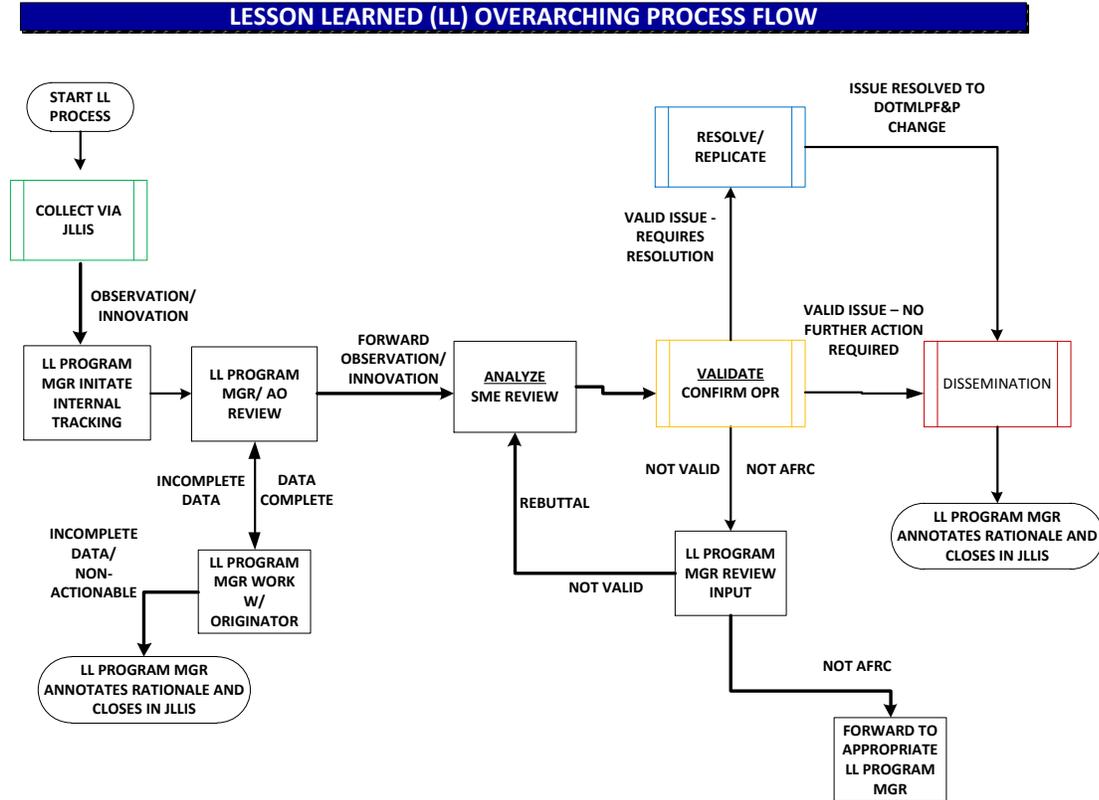
A2.6.3. Stakeholder GOSG members will validate Observations, advocate for issue resolution, implement solutions, and incorporate lessons within their area of functional or operational responsibility.

Attachment 3 (Added-AFRC)

AFRC LL PROCESS FLOWCHART

A3.1. (Added-AFRC) The AFRC Lessons Learned (LL) process flow reflects the standard work processes. LL Program Managers and SMEs will utilize it to promote and codify changes that enhance readiness, and improve capability at strategic, operational and tactical levels with a sustainable performance measure.

Figure A3.1. AFRC LL Process Flowchart.

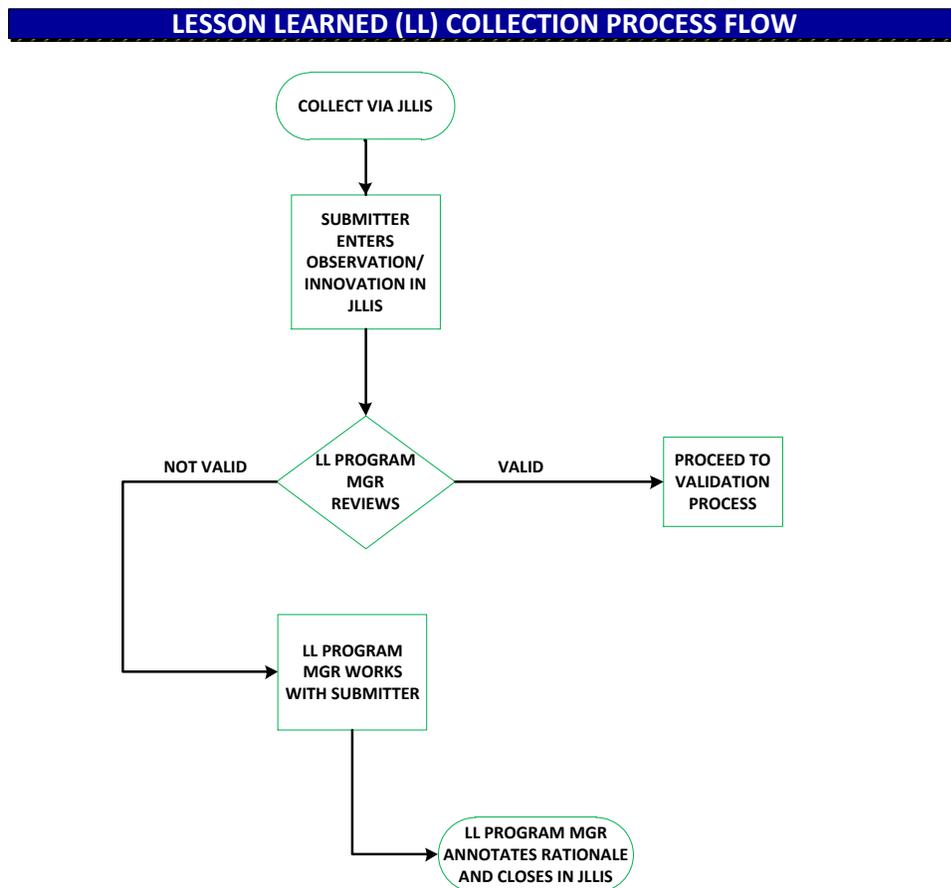


Attachment 4 (Added-AFRC)

AFRC COLLECTION PROCESS

A4.1. (Added-AFRC) Collection represents the entry point into the Lessons Learned process. Every airman, organization, AF civilian and contractor can contribute to the culture of learning and participate in the AFRCLLP process. Entry into JLLIS enables LL Program Managers and SMEs to review, analyze and resolve issues across the DOTMLPF-P to enhance AFRC operations. AFRC has established procedures that reflect standard work processes designed to streamline workflows and improve timeliness while maintaining necessary analysis and implementation requirements. The AFRC Collection Process also incorporates standards that enable analysts at all levels to expertly resolve issues at the appropriate levels of command. The flowchart contained in figure A7.1 below reflects the AFRC flow associated to the collection process. (*Note: It is important to remember the LL process is not designed to bypass the chain of command, and lower echelons will address Observations at their level and forward those beyond their scope to the appropriate level.*)

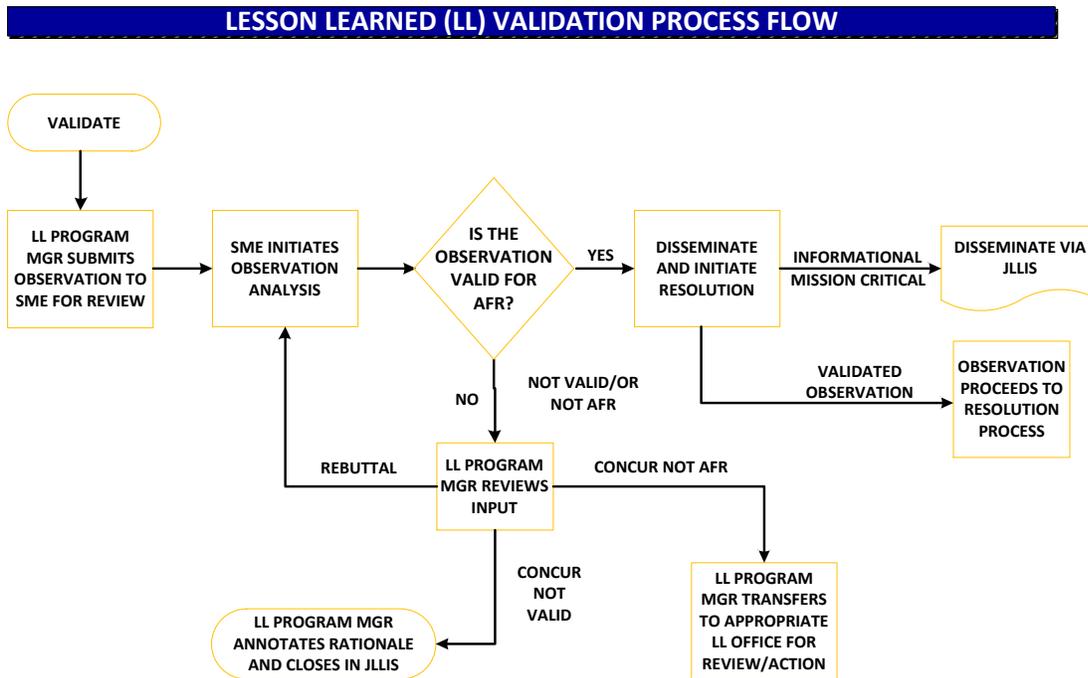
Figure A4.1. AFRC Collection Process.



Attachment 5 (Added-AFRC)
AFRC VALIDATION PROCESS

A5.1. (AFRC) Purpose: The purpose of validation is to allow SMEs to determine the proper course of action. Observations identified for validation are input into JLLIS for management. VAs will work with originators to gain a clear understanding of the Observation and verify that Observation is worthy of inclusion in the LL process. LL Program Managers will ensure the Observation status is "Active" in JLLIS, before staffing the Observation for analysis/validation with the appropriate SME. NAF and Wing level validation processes follow the same process to ensure Lessons Identified contain required information needed by command functional experts to fully assess and resolve the LI to a DOTMLPF-P change standard. *(Note: It is important to remember the LL process is not designed to bypass the chain of command, and lower echelons will address Observations at their level and forward those beyond their scope to the appropriate level.)* Due to limited NAF staff functional representation, AFRC Staff support may be required for SME analysis and validation. (T-2)

Figure A5.1. AFRC Validation Process.



A5.2. (AFRC) Assignment of Observations: Action Officers (AOs) review the Observations for accuracy and worthiness of inclusion into the LL process. LL Program Managers assign Observations to SME for analysis and validation.

A5.3. (AFRC) Responsibilities of the AO: Validation begins when a SME is assigned an Observation. AOs will review the Observation and determine appropriate functional SME for action. AO determines if the level of detail in the Observation is appropriate to forward to a SME for validation and updates status of the Observation. For HQ AFRC-managed LIs, SME analysis is normally conducted using the AFRC Task Management Tool (TMT).

A5.4. (AFRC) SME Review: SMEs will review each Observation and determine the following: 1) Does the Observation, Discussion, Recommendation sections in JLLIS align with Steps 1-3 of the AF 8-Step Problem Solving Model? 2) Has the Observation been correlated to at least one DOTMLPF-P change? 3) Has the Observation provided references, when applicable? If the Observation has an operational time/mission critical impact, then the Observation will be “Shared” to other potentially impacted organizations for assessment and inclusion in their Techniques, Tactics or Procedures (TTPs).

A5.5. (AFRC) LL Program Manager Review of SME Response:

A5.5.1. **(AFRC)** If the SME indicates that there is not enough information available to evaluate the validity of the Observation, the AO and /or SME will contact the Observation originator for clarification. Extend the internal suspense and update the Observation with a new suspense.

A5.5.2. **(AFRC)** If the tasked SME indicates that they are not the right OPR, request they suggest an appropriate OPR within the unit or potentially an organization outside of the AFRC. If it was sent to the wrong OPR, the AO will review with the unit section chief or commander and determine proper OPR for validation. The Observation will be then forwarded to the appropriate organization. Document this action on the LI by using the “Add a Perspective” feature in JLLIS.

A5.5.3. **(AFRC)** SMEs will assess the validity of the Observation and determine if the Observation is a valid Lesson Identified. If the Observation is a valid LI, it will be moved to the resolution phase. If the Observation is a valid Lesson Identified and is deemed as time critical and/or mission critical then the LI will be concurrently disseminated to other potentially impacted organizations and individuals. Document this action on the LI by using the “Add a Perspective” feature in JLLIS.

A5.5.4. **(AFRC)** If the SME says the Observation is not valid, the SME will provide complete justification and return to the LL Program Manager, who will review the information provided.

A5.5.5. **(AFRC)** The Validation process concludes when an Observation transitions to (1) a valid Observation, (2) is deemed not valid, or (3) the Observation is transferred to another LL Program office outside the AFRC for action.

Attachment 6 (Added-AFRC)

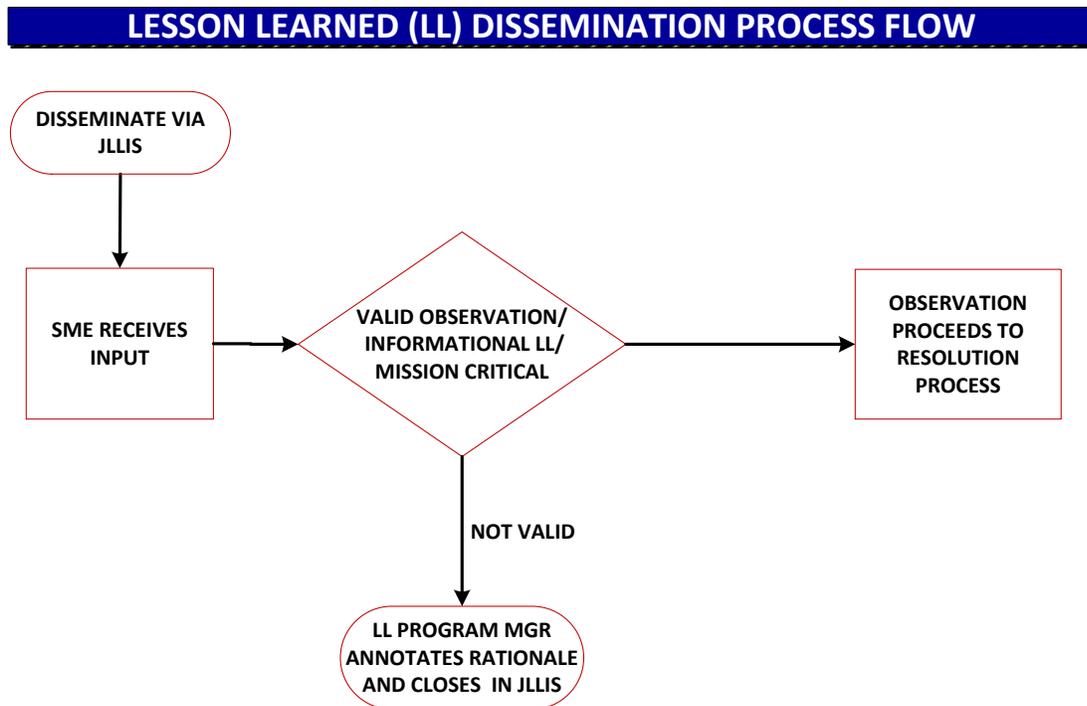
AFRC DISSEMINATION PROCESS

A6.1. (AFRC) Purpose: The purpose of dissemination is to share Lessons Learned and improved methods that affect techniques, tactics, or procedures with Air Force personnel. Once determined that a Lesson Learned is ready for dissemination, LL Program Managers will precisely push them to those organizations that may immediately benefit from direct notification and globally publish using JLLIS. The primary customers for “Precise Push” include but are not limited to AFRC NAFs, AFRC Wings, MAJCOMs, and AFLL. (T-2)

A6.2. (AFRC) Precise Push Methodology: Examples include targeted email distribution lists, or publication of Special Bulletins, etc. The LL Program Manager sends an email or authors a newsletter article or Special Bulletin, etc.

A6.3. (AFRC) Responsive Pull: LL Program Managers will support “Responsive Pull” and “Request for Information (RFI)” efforts by using a variety of Air Force tools, databases (JLLIS), libraries and Portal pages. LL Program Managers will ensure LL products are available on the appropriate AFRC JLLIS website and/or Air Force Portal Page.

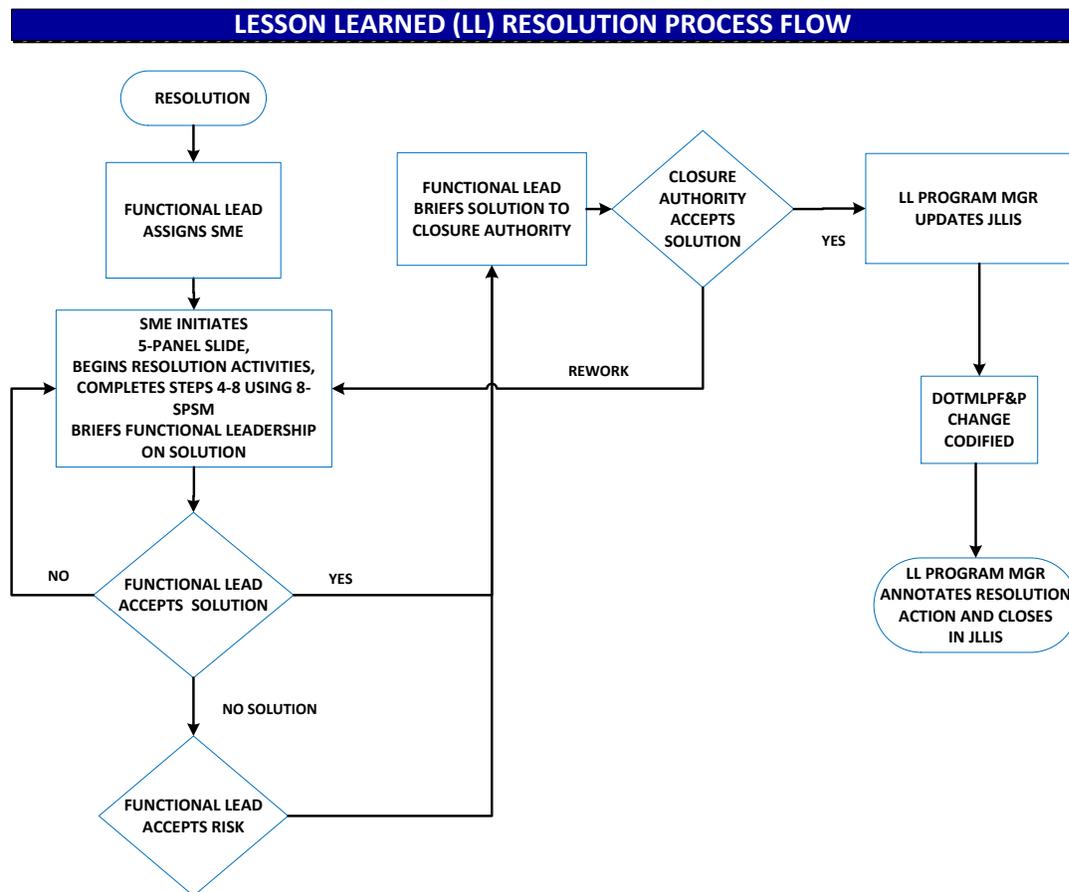
Figure A6.1. AFRC Dissemination Process.



Attachment 7 (Added-AFRC)
AFRC RESOLUTION PROCESS

A7.1. (AFRC) Purpose: The purpose of the resolution process is to ensure that Lessons Identified are worked to closure and become Lessons Learned. Commanders, Directors and functional experts at all levels of the command are vital to ensuring that command DOTMLPF-P equities are supported and changes occur in a timely manner. Any Lesson Learned in Resolution more than one year from Validation is “lagging” and will be highlighted to the commander of the “owning” organization. LL Program Managers will track/manage each Observation to closure or transfer. (T-2)

Figure A7.1. AFRC Resolution Process.



A7.1.1. (AFRC) OPR resolves the LI using the AF 8-Step Problem Solving format (see [paragraph 6.1.1.4](#)).

A7.1.2. (AFRC) OPR will contact the submitter to ensure clarity of the LI, as required.

A7.1.3. (AFRC) OPR tracks the LI until resolved, and provides updates of open LIs to the LL Program Manager.

A7.2. (AFRC) Periodic Review of Progress on Open Issues/Lessons. LL Program Managers will conduct periodic reviews with SMEs to maintain visibility and accountability during the

validation/resolution process. The purpose of the periodic review is to review status of open Observations/Lessons, review status of Observations/Lessons closed since last review & update leadership on dissemination of closed Observations/Lessons.

A7.3. (AFRC) LL Program Managers and OPRs will periodically document the status of all Observations and Lessons Identified in AFRC JLLIS websites by providing updates via the “Add a Perspective” feature in JLLIS.

A7.4. (AFRC) The resolution process successfully concludes when Lessons Identified (LIs) are determined to have a viable solution that results in a DOTMLPF-P change, or when senior leaders have determined to accept the associated level of risk of taking no further action have determined. JLLIS is the primary vehicle to disseminate Closed Lessons. Document this action on the LI by using the “Add a Perspective” feature in JLLIS.

Attachment 8 (Added-AFRC)**AFRC/A9 SUPPORT TO AFRC CRISIS ACTION TEAM**

A8.1. (AFRC) IAW AFRCI 10-208, the primary function of the AFRC Crisis Action Team (CAT)/Ops Center is to bring together all individuals needed to respond to higher headquarters taskings that deploy, redeploy, reconstitute and sustain AFRC forces to combatant and/or MAJCOM commanders. The objective of CAT/Ops Center operations is to provide timely and appropriate response to all taskings in support of real-world crisis or contingencies and exercise scenarios. Contingencies may be the result of international instabilities or other unforeseen events of natural or human origin.

A8.2. (AFRC) AFRC/A9 Functional Area Representative (FAR) Duties: The primary duties of all AFRC CAT FARs are defined by AFRCI 10-208 Crisis Action Team. The A9 FAR's primary focus will be coordinating with other A-Staff FARs and Functional Area Managers (FAMs) to facilitate Lessons Learned information data mining, collection and dissemination. The AFRC/A9 FAR will:

A8.2.1. **(AFRC)** Check SIPRNET/NIPRNET JLLIS accounts at least twice daily for Lessons Learned.

A8.2.2. **(AFRC)** Check SIPRNET/NIPRNET CAT accounts at least monthly for connectivity.

A8.2.3. **(AFRC)** Accomplish FAR training requirements listed in the AFRCI 10-208.

A8.2.4. **(AFRC)** Perform "Responsive Pull" actions to mine data for Lessons, After Action Reports, and collections associated with the event.

A8.3. (AFRC) Disposition and Dissemination of Observations Post Event: AF-JLLIS is used to collect Observations and disseminate Lessons Learned and After Action Reports from the AFRC CAT. Guidance and support from CAT leadership (Director and Ops Officer) is needed to successfully capture and collect Observations. It is also important to coordinate with the other A9 agencies involved. While AFRC/A9L is the command Lessons Learned program OPR, it provides a support role to lead organizations during operational or exercise activities. Close coordination with the OPR is vital to avoid duplication of effort and ensure Observations are captured at the appropriate level.