

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

**AIR FORCE POLICY DIRECTIVE 10-13**

**17 JANUARY 2019**



**Operations**

**AIR FORCE  
DOCTRINE AND LESSONS LEARNED**

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This Air Force Policy Directive implements Chairman of the Joint Chiefs of Staff Instruction 5120.02D, *Joint Doctrine Development System*. This directive establishes Air Force policy for development, management, conduct, and integration of Air Force, joint, and multinational doctrine and lessons learned. This Directive applies to all Regular Air Force, Air National Guard, Air Force Reserve, and Department of the Air Force civilian personnel tasked with the responsibility to develop and maintain Air Force doctrine and lessons learned. Refer recommended changes and questions about this publication to the Office of Primary Responsibility using the Air Force Form 847, *Recommendation for Change of Publication*. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

**SUMMARY OF CHANGES**

This document has been substantially revised and must be completely reviewed. Major changes include the addition of the LeMay Center's responsibilities for Air Force Lessons Learned and advocating for changes to strategy and concepts, based on current doctrine and lessons learned. Changes also include deletion of reference to "organize, train, equip," and reference to use of major commands to develop doctrine documents. The terms "capstone," "keystone," and "Air Force doctrine document" are also removed. The tasking for the Secretary of the Air Force Administrative Assistant, SAF/AA, to print Air Force doctrine is deleted. Reference to specific

numerical series for Air Force tactics, techniques, and procedures and Air Force pamphlets is deleted. The title “Executive Agent for Doctrine” is changed to “Principal Agent for Basic and Operational Air Force Doctrine and Air Force Lessons Learned.”

**1. Policy.** The Air Force will:

1.1. Develop, promulgate, and teach doctrine as a common frame of reference for the best way to employ airpower.

1.2. Collect, validate, and resolve observations from military operations, exercises, wargames, and related activity to develop lessons learned that will promote long-term, continuous improvement.

1.3. Develop concepts for new and expanded functions, approaches, and roles of airpower in a changing world security environment to provide decision-quality options to the Secretary of the Air Force and Chief of Staff of the Air Force.

**2. Roles, Responsibilities, and Authorities**

2.1. The Curtis E. LeMay Center for Doctrine Development and Education (the LeMay Center) acts as the Air Force single point of contact for the development, dissemination, and advocacy of all Air Force, joint, and multinational doctrine, at both the basic and operational levels of doctrine. The Commander, LeMay Center, is the Air Force principal agent for basic and operational Air Force doctrine and Air Force lessons learned, and provides the Air Force input to joint doctrine. In this capacity, the Commander, LeMay Center, reports directly to the Chief of Staff of the Air Force for all doctrinal and Air Force lessons learned matters.

2.2. The LeMay Center Doctrine Development Directorate conducts the Air Force doctrine development program. The LeMay Center Director of Doctrine Development designates an office of primary responsibility for Air Force basic and operational level doctrine and joint and multinational doctrine programs for which the Air Force has been designated as lead agent of a joint publication or assigned custodianship of a multinational publication. The Doctrine Development Directorate gathers, shares, and distributes information by direct communication with those Air Force organizations that have pertinent capabilities and expertise, as needed, to perform its duties. The Doctrine Development Directorate coordinates on joint and multinational doctrine for which the Air Force is not designated as lead agent or custodian. The Doctrine Development Directorate coordinates directly with joint and sister Service doctrine development offices as necessary on matters related to Service, joint, and multinational doctrine development.

2.3. The LeMay Center Liaison Division (LeMay Center/DL) at the Pentagon acts as the point of contact to Headquarters Air Force for doctrine. The Air Force lessons learned liaison office, operating in conjunction with LeMay Center/DL, acts as point of contact for lessons learned matters. LeMay Center/DL conducts formal joint doctrine coordination in accordance with Chairman of the Joint Chiefs of Staff Instruction 5711.01C, *Policy on Action Processing*, and the Air Force lessons learned liaison office conducts formal joint lessons learned coordination in accordance with Joint Chiefs of Staff Instruction 3150.25G, *Joint Lessons Learned Program*. The LeMay Center also completes Headquarters Air Force coordination for final approval of all Air Force basic and operational level doctrine. The LeMay Center is responsible for format guidelines, final editing, and overseeing design and

layout, as well as developing and maintaining distribution lists for doctrine and Headquarters Air Force-level lessons learned products.

2.4. The LeMay Center leads the Air Force Lessons Learned Program. The Air Force Lessons Learned Program provides an institutionalized program to allow Airmen to learn from the experiences of others and to use this knowledge to make improvements to doctrine, organization, training, materiel, leadership and education, personnel, facilities, policy, and investment decisions. The program is designed to collect, validate, track, integrate, disseminate, and update lessons learned and associated issues using Air Force Lessons Learned Program standards and metrics across the Air Force.

2.5. The LeMay Center assists in the development of Air Force concepts and strategy. The LeMay Center facilitates the development of strategic ideas from inception to employment. This process uses collaborative relationships formed with research and lessons-learned experts, analysts, and doctrine authors. It draws from the expertise of modeling and simulation teams, educators, students, senior leaders, and industry experts. The LeMay Center seizes unique opportunities to connect with the talents found in Air Force components and other joint warfighters, general and flag officers in education settings, knowledge managers, and the interagency community. From all these sources, the LeMay Center assists in the development and communication of Air Force positions regarding strategic goals, ideas, and tools to defend our nation.

2.6. Major commands provide technical review for doctrine development in their areas of responsibility. Either major commands (for Air Force tactics, techniques, and procedures) or the issuing organizations are responsible for developing, coordinating, and publishing tactical doctrine manuals. They also ensure all tactical doctrine manuals and pamphlets are consistent with Air Force and joint doctrine; to that end, they coordinate with the LeMay Center as specified in Air Force Instructions 10-1301 and 33-360, *Publications and Forms Management*. Major commands comment on various Air Force, joint, multi-Service, or multinational doctrine development projects as available, in accordance with Air Force Instruction 10-1301. Additionally, major commands, other Air Force components such as those at combatant commands, field operating agencies, and direct reporting units designate an organization as lead for lessons learned activities and perform lessons learned functions.

HEATHER A. WILSON  
Secretary of the Air Force

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

CJCSI 3150.25G, *Joint Lessons Learned Program*, 31 Jan 18

CJCSI 5120.02D, *Joint Doctrine Development System*, 5 Jan 15

CJCSI 5711.01C, *Policy on Action Processing*, 10 Sep 10

AFI 10-1301, *Air Force Doctrine Development*, 14 Jun 13

AFI 10-2801, *Force Development Concepts*, 23 Oct 14

AFI 90-1601, *Air Force Lessons Learned Program*, 18 Dec 13

AFI 33-360, *Publications and Forms Management*, 1 Dec 15

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

***Adopted Forms***

Air Force Form 847, *Recommendation for Change of Publication*, 22 Sep 09