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OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE
POLICY DIRECTIVE 10-13**



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Operations

DOCTRINE AND LESSONS LEARNED

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This Department of the Air Force Policy Directive (DAFPD) implements Chairman of the Joint Chiefs of Staff Instructions 5120.02E, *Joint Doctrine Development System*, and 3150.25H, *Joint Lessons Learned Program*. It establishes Department of the Air Force policy for development, management, conduct, and integration of service, joint, and multinational doctrine and lessons learned. It applies to all Regular Air Force, the United States Space Force (USSF), Air National Guard, Air Force Reserve, and Department of the Air Force civilian personnel tasked with the responsibility to develop and maintain Air Force and Space Force doctrine and lessons learned. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, Records Management and Information Governance Program, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility using the Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This DAFPD may not be supplemented.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include the addition of doctrine and lessons learned responsibilities of the USSF, as a service under

the Department of the Air Force (DAF); and the doctrine and lessons learned coordination responsibilities between the United States Air Force (USAF) and USSF.

1. Policy. The Department of the Air Force will:

- 1.1. Develop, promulgate, and teach doctrine as a common frame of reference for the best way to employ airpower and spacepower.
- 1.2. Collect, validate, and resolve lessons from military operations, exercises, wargames, and related activity to develop lessons learned that will promote long-term, continuous improvement. Field operating agencies, direct reporting units, major commands, field commands, and USAF and USSF components at combatant commands shall designate an organization as lead for lessons learned activities.
- 1.3. Conduct issue resolution processes that turn lessons into lessons learned in both the USAF and USSF.

2. Roles, Responsibilities, and Authorities.

2.1. The Curtis E. LeMay Center for Doctrine Development and Education (the LeMay Center) acts as the USAF single point of contact for developing, disseminating, and advocating USAF, joint, and multinational doctrine, at both the basic and operational levels of doctrine. The Commander, LeMay Center, is the USAF principal agent for basic and operational USAF doctrine and USAF lessons learned, and provides the USAF input to joint doctrine. The principal agent is the official with principal responsibility for developing, coordinating and promulgating the doctrine and lessons learned as stated. In this capacity, the Commander, LeMay Center, reports directly to, and has authority to directly communicate with, the Chief of Staff of the Air Force for all doctrinal and USAF lessons learned matters.

2.1.1. The LeMay Center Air Force Doctrine Development Directorate conducts the USAF doctrine development program. The LeMay Center Director of Air Force Doctrine Development designates an office of primary responsibility for USAF basic and operational level doctrine and joint and multinational doctrine programs for which the USAF has been designated as lead agent of a joint publication or assigned custodianship of a multinational publication. The Air Force Doctrine Development Directorate gathers, shares, and distributes information by direct communication with those USAF organizations having pertinent capabilities and expertise, as needed, to perform its duties, including conducting regular meetings with those organizations. The Air Force Doctrine Development Directorate coordinates on joint and multinational doctrine for which the USAF is not designated as lead agent or custodian. The Air Force 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.

2.1.2. The LeMay Center leads the USAF lessons learned program providing guidance for the USAF lessons learned process and facilitating the USAF issue resolution process for the USAF Vice Chief of Staff. The USAF lessons learned program provides an institutionalized program to allow Airmen to learn from the experiences of others and use this knowledge to make improvements to doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. The USAF lessons learned program provides USAF support to the joint lessons learned program. To ensure this support, the LeMay Center appoints a lesson manager and a joint lessons learned information system administrator. The LeMay Center participates in the joint force issue resolution process and the joint lessons learned working group.

2.1.3. The LeMay Center Liaison Directorate at the Pentagon acts as the point of contact for USAF doctrine and assists the Office of the Chief of Space Operations as required. The USAF Lessons Learned Liaison Office, operating in conjunction with the Liaison Directorate, acts as point of contact for lessons learned matters. The Liaison Directorate conducts formal joint doctrine coordination in accordance with Chairman of the Joint Chiefs of Staff Instruction 5711.01C, *Policy on Action Processing*. The USAF Lessons Learned Liaison Office conducts formal joint lessons learned coordination in accordance with Chairman of the Joint Chiefs of Staff Instruction 3150.25H, *Joint Lessons Learned Program*. The LeMay Center Liaison Directorate also completes service-level coordination for final approval of USAF basic level doctrine.

2.2. USAF major commands provide technical review for doctrine development in their areas of responsibility. Either major commands (for USAF 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 USAF and joint doctrine; to that end, they coordinate with the LeMay Center. Major commands comment on various USAF, joint, multi-service, or multinational doctrine development projects as available. Additionally, major commands, other USAF components such as those at combatant commands, direct reporting units, and field operating agencies designate an organization as lead for lessons learned activities and perform lessons learned functions.

2.3. Inspector General, safety, and history functions, due to different missions and responsibilities, may not be combined in the same office with a lessons learned function. Inspector General, safety, and history functions shall send lessons identified in the course of their activities to their echelon's lessons learned activities.

2.4. The Space Training and Readiness Command (STARCOM) develops USSF doctrine and conducts the joint lessons learned program for USSF. STARCOM acts as the USSF single point of contact for developing, disseminating, and advocating all USSF, joint, and multinational doctrine, at the capstone, keystone operational, and tactical levels of doctrine. The Commander, STARCOM, is the USSF principal agent for USSF doctrine and USSF lessons learned, and provides the USSF input to joint doctrine. The principal agent is the official with principal responsibility for developing, coordinating and promulgating the doctrine and lessons learned as stated. In this capacity, the Commander, STARCOM, reports directly to, and has authority to directly communicate with, the Chief of Space Operations for all doctrinal and USSF lessons learned matters. STARCOM is responsible for format guidelines, final editing, and overseeing design and layout, as well as developing and maintaining distribution lists for doctrine and USSF-level lessons learned products.

2.4.1. STARCOM's Space Delta 10 conducts the USSF doctrine development program. The Delta 10 Commander designates an office of primary responsibility for USSF basic and operational level doctrine, joint doctrine, and multinational doctrine programs for which the USSF has been designated as lead agent of a joint publication or assigned custodianship of a multinational publication.

2.4.1.1. Delta 10 coordinates on joint and multinational doctrine for which the joint staff has not designated USSF as lead agent or custodian.

- 2.4.1.2. Delta 10 coordinates directly with joint and sister service doctrine development offices as necessary on matters related to service, joint, and multinational doctrine development.
- 2.4.1.3. Delta 10 facilitates tactical doctrine development. Space Delta commanders are the office of primary responsibility for tactical doctrine development for their respective mission areas.
- 2.4.1.4. Delta 10 gathers, shares, and distributes information by direct communication with those USSF organizations having pertinent capabilities and expertise, as needed, to perform its duties, including conducting regular meetings with those organizations.
- 2.4.1.5. Delta 10 completes Office of the Chief of Space Operations coordination for final approval of USSF basic and operational level doctrine.
- 2.4.2. Delta 10 leads the USSF Lessons Learned Program. The USSF Lessons Learned Program provides guidance, establishes processes, and develops standards for major real-world and exercise activities. The program is designed to support USSF commanders and units in improving mission operations and support processes by collecting, validating, tracking, integrating, disseminating, and updating lessons learned and associated issues using USSF-developed standards and metrics across the force. The program allows Guardians to use this information to make informed decisions to improve doctrine, organization, training, materiel, leadership and education, personnel, facilities, policy, and investment decisions, enabling a leaner and more agile force. The USSF lessons learned program works closely with the USAF lessons learned program to support the DAF and provides USSF support to the joint lessons learned program.
- 2.5. USSF field commands and deltas provide technical review for doctrine development in their areas of responsibility. Delta commanders are the approval authority for tactical doctrine for their respective mission areas. STARCOM Delta 10, in support of the deltas for USSF tactics, techniques, and procedures, is responsible for overseeing, standardizing, coordinating, and publishing tactical doctrine manuals. Delta 10 also ensures all tactical doctrine manuals and pamphlets are consistent with joint and USSF basic and operational doctrine. Field commands and deltas review and comment on applicable USSF, joint, multi-Service, or multinational doctrine development projects. Additionally, deltas and other USSF organizations such as those at combatant commands, field operating agencies, and direct reporting units, will designate an organization as lead for lessons learned activities and perform lessons learned functions.
- 2.6. As required, the LeMay Center and STARCOM directly coordinate on DAF equities.

FRANK KENDALL
Secretary of the Air Force

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

CJCSI 3150.25H, *Joint Lessons Learned Program*, 30 December 2021

CJCSI 5120.02E, *Joint Doctrine Development System*, 6 November 2020

CJCSI 5711.01C, *Policy on Action Processing*, 10 September 2010

AFI 10-1302, *Air Force Lessons Learned Program*, 30 July 2019

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

DAF—Department of the Air Force

DAFPD—Department of the Air Force Policy Directive

STARCOM—Space Training and Readiness Command

USAF—United States Air Force

USSF—United States Space Force

AF/A3—Deputy Chief of Staff of the Air Force for Operations

LeMay Center/AFDD—LeMay Center for Air Force Doctrine Development

SF/COO—Deputy Chief of Space Operations for Operations

Terms

Doctrine—Fundamental principles by which military forces guide their actions in support of national objectives (derived from CJCSI 5120.02, *Joint Doctrine Development System*).

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 (AFI 10-1302, *Air Force Lessons Learned Program*).

Principal agent—The official with principal responsibility for developing, coordinating and promulgating the doctrine and lessons learned as stated.