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SECRETARY OF THE AIR FORCE**

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Operations

SPACE FORCE LESSONS LEARNED PROGRAM

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This publication implements Department of the Air Force Policy Directive (DAFPD) 10-13, ***Doctrine and Lessons Learned***. It provides guidance covering all United States Space Force Lessons Learned Program (SpFLLP) activities associated with lessons learned support for operations, training events, exercises, experiments, wargames, and other activities.

This publication applies to all uniformed members of the United States Space Force (USSF), Department of the Air Force (DAF) civilian employees assigned to USSF organizations, and those with a contractual obligation to abide by the terms of USSF issuances. Uniformed members of the United States Air Force are excluded, as are the Air Force Reserve and Air National Guard, except for those members assigned or attached to USSF organizations. If this publication conflicts with Department of Defense (DoD) or Chairman of the Joint Chiefs of Staff (CJCS) guidance and policy, then those DoD and/or CJCS publications take precedence.

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Chapter 1

PROGRAM OVERVIEW

1.1. Background.

1.1.1. Title 10 United States Code Section 153, Chairman: functions, mandates the Chairman of the Joint Chiefs of Staff to formulate policy for gathering, developing, and disseminating joint lessons learned for the armed forces. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3150.25H, Joint Lessons Learned Program (JLLP), requires the Services to implement a lessons learned program with processes to resolve internal findings, share, and integrate issues or best practices. The Space Force supports the JLLP for all Service-specific activities, to include tactical, operational, and strategic lessons learned through processes elaborated in this instruction.

1.1.2. USSF Service Components to a Unified Combatant Command participate in both the Space Force Lessons Learned Program (SpFLLP) and in their Unified Combatant Command's lessons learned process. These roles overlap as USSF organizations may have an interest in operational lessons and the Unified Combatant Command may have an interest in USSF functions that can improve operations in theater.

1.2. Overview. This program facilitates the implementation of CJCSI 3150.25H and DAFPD 10-13 by offering a systematic approach enabling Guardians to glean insights from shared experiences. The SpFLLP leverages shared knowledge to drive enhancements across Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, Facilities, and Policy (DOTMLPF-P) non-materiel solutions.

1.3. Purpose. This publication establishes guidance and procedures for the SpFLLP to enhance USSF readiness and effectiveness. The Space Force achieves this by employing a four-phase process to collect, validate, disseminate, and resolve lessons that are either best practices or issues. A best practice refers to a validated method or procedure which has consistently shown results superior to those achieved with other means and appears to be worthy of replication. Commanders often establish best practice guidelines through Standard Operating Procedures, or higher echelon commands may direct forces to follow specific protocols in doctrine updates and tactics bulletins. In contrast, an issue signifies an observed, analyzed, and validated shortcoming, deficiency, or problem that precludes performance to standard and requires resolution focused problem solving. Identification of issues and best practices starts at the lowest level possible.

1.4. Tenets.

1.4.1. The SpFLLP focuses on qualitative analysis (observations, questionnaires, interviews with leadership and participants) of operational events, exercises, or wargames. Other DAF entities (SAF/SA, the S9 community, Test/Wargaming Deltas, etc.) conduct quantitative analysis (e.g. weapon system effectiveness, readiness rates, weapons system availability). The SpFLLP will follow these tenets:

1.4.1.1. Strategically, operationally, and tactically oriented. The SpFLLP is mission-centric providing maximum utility to the warfighter. It is designed to deliver pertinent observations on issues and best practices aligned with the USSF Lines of Efforts. Given the USSF's size and resource constraints, SpFLLP seeks to address warfighter needs.

1.4.1.2. Timely. For an observation to be useful, Guardians must collect, validate, disseminate, and resolve lessons learned in a timeframe that supports warfighter needs. Within 90 days of event completion, the appropriate echelon's lessons learned team will release After Action Reports (AOR) or Lessons Learned Bulletins for specific operational events, exercises, or wargames.

1.4.1.3. Succinct/Focused. Lessons Learned collections material should be easy to access and understand. While long reports can be useful in some instances, they should be avoided to the maximum extent possible. SpFLLP will prioritize addressing significant issues, ensuring timely distribution of materials to relevant audiences to promptly identify crucial issues and best practices across the force.

1.4.1.4. Actionable/Realistic. Lessons Learned efforts should focus on mission related subjects that have achievable goals. Members should refer lengthy analysis of problems that require quantitative research to the appropriate echelon's analysis organization.

1.4.1.5. Trackable. Ensure all issues and best practices are trackable and actively followed up to resolution. This ensures completion of open actions or implementation of best practices.

1.4.1.6. Repeatable. When conducting similar operations or activities, other USSF entities should be able to use lessons learned to improve readiness and operational capabilities.

1.5. Joint Lessons Learned Information System (JLLIS).

1.5.1. The JLLIS is the DoD system of record for joint lessons learned for the Armed Forces. JLLIS facilitates the collection, tracking, management, sharing, collaborative resolution, dissemination, and archiving of lessons learned.

1.5.2. The USSF uses JLLIS to gather, develop, and disseminate lessons learned and externally share lessons with other JLLIS users.

1.5.3. Guardians submitting lessons should refer to the JLLIS tutorial located on the JLLIS website at <https://jtp.jten.mil/jtp/>.

1.5.4. JLLIS is the Joint program of record for lessons learned, and it requires separate account access for each individual user and knowledge of the system. In the future, the Space Wiki will supplement JLLIS with a Lessons Learned module to allow easier distribution of AARs, LL bulletins, virtual training, etc., to the entire force. The Space Wiki website is https://space-wiki.apps.dso.mil/wiki/Main_Page.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Chief of Space Operations (CSO).

2.1.1. Directs the Space Force to conduct a Lessons Learned Program. (T-0)

2.2. Vice Chief of Space Operations (VCSO).

2.2.1. Directs and reviews the resolution of lessons raised to the Space Staff or Joint Staff through the Space Force Issue Resolution Process (SpFIRP).

2.2.2. Chairs Space Force-level Senior Leader Warfighter Forums (if required).

2.3. Space Training and Readiness Command (STARCOM) Commander.

2.3.1. Serves as the CSO's Principal Agent for Lessons Learned.

2.3.2. Reports to, and communicates directly with, the CSO for USSF lessons learned matters.

2.4. Space Force Lessons Learned Program (SpFLLP) Director, Space Delta 10 S7/9.

2.4.1. Facilitates dissemination of issues and best practices across the force. Coordinates with HHQ and the Interagency for issue resolution. The SpFLLP represents the USSF in the Chairman of the Joint Chiefs of Staff Joint Lessons Learned Program. The SpFLLP:

2.4.1.1. Ensures USSF responsibilities fulfill CJCSI 3150.25H, *Joint Lessons Learned Program* requirements.

2.4.1.2. Fulfills duties of the USSF Lessons Manager (LM) to fulfill CJCSI 3150.25H, *Joint Lesson Learned Program* requirements.

2.4.1.3. Supports Joint Lessons Learned Working Group (JLLWG) and will prepare the appointed GO in support of the Joint Staff General Officer Steering Committee.

2.4.1.4. Serves as the USSF JLLIS Administrator to fulfill CJCSI 3150.25H requirements. Conducts USSF-level program management/administration of JLLIS. Responsible for system administration of JLLIS on the Non-Classified Internet Protocol Router Network, Secret Internet Protocol Router Network, and the Joint Worldwide Intelligence Communications System Network.

2.4.1.5. Serves as the OPR for the SpFLLP. In this capacity:

2.4.1.5.1. Provides guidance and standards for the Space Force Lessons Learned process discussed in Chapter 3.

2.4.1.5.2. Tracks the status of issues and best practices forwarded to the Joint Staff for action.

2.4.1.5.3. Conducts USSF issue resolution process for issues and best practices requiring HQ USSF or Joint actions. Elevates lessons requiring Joint Staff action using the Joint Lesson Memorandum (JLM).

2.4.1.5.4. Lessons learned activities at the Delta-level and below are controlled by Delta and Squadron commanders to provide maximum control of collection efforts at the tactical level of operations.

2.5. Field Command Commanders and USSF Component Field Command Commanders

2.5.1. Provide feedback from real-world operations. Feedback is an essential part of the Lessons Learned program, enabling the integration of previous lessons learned early in the joint planning process. Conduct lesson learned collection activities for operations, training events, exercises, experiments, wargames, and other activities within their responsibility and enter observations and AAR into JLLIS. **(T-3)**

2.5.2. Chair issue resolution forums for their commands, and delegate to the most appropriate subordinate level for the most efficient initial resolution. **(T-3)**

2.5.3. Designate an organization as LM for lessons learned activities that will:

2.5.3.1. Implement the Space Force lessons learned process described in Chapter 3.

2.5.3.2. Identify critical lessons learned for inclusion into JLLIS consistent with the guidance and criteria from their commander.

2.5.3.3. Conduct resolution for issues or best practices by assigning OPRs, staffing for action, and tracking to closure to include tracking the status of issues and best practices forwarded to higher echelons for resolution. **(T-3)**

2.5.3.4. Elevate lessons requiring resolution at Space Staff to the SpFLLP. **(T-3)**

2.5.3.5. Elevate lessons requiring Joint Staff action to the SpFLLP. **(T-3)**

2.5.3.6. Participate, as requested, in SpFLLP, FLDCOM, C-FLDCOMs, Joint, and Interagency lessons learned activities. **(T-3)**

2.5.3.7. Appoint a JLLIS Administrator. **(T-3)**

2.5.3.8. Establish lessons learned programs at subordinate units. Provide subordinate echelons guidance/orientation on the SpFLLP, including techniques on integrating lessons into staff/organization plans and operations, as well as coordination of lessons transfer between echelons. **(T-3)**

2.5.3.9. Support Combatant Command lessons learned processes by capturing, validating, and sharing relevant SpFLLP observations in the JLLIS not later than 45 days after the end of exercises, operations, or events. Enter observations directly into the JLLIS or import from an alternative collection source such as the Joint Training Information Management System, or Joint Training Tool (JTT). **(T-3)**

2.6. HQ USSF Directors.

2.6.1. Directorates will participate in the SpFLLP as required.

2.7. Lesson Managers.

2.7.1. Manage organizational-level lessons learned program as OPR on the JLLP and SpFLLP. The LM is responsible to the organization's commander for managing the observations and recommendations, and lessons learned of that organization, and manages lessons learned information via the JLLIS. Responsibilities also include:

2.7.1.1. Conduct JLLIS training.

2.7.1.2. Review JLLIS information entered by their respective organization.

2.7.1.3. Monitor and report progress when their command is the OPR for an issue resolution.

2.7.1.4. Disseminate SpFLLP products to respective organization.

2.7.1.5. Coordinate collection activities with their respective organization.

2.8. JLLIS Administrators.

2.8.1. JLLIS administrators serve as their respective organization's primary JLLIS SMEs and points of contact, representing the unified position of their organization for JLLIS configuration management. Additional responsibilities include:

2.8.1.1. Administer, train, and support their organization's JLLIS users.

2.8.1.2. Participate in the assessment and validation of JLLIS capabilities.

2.8.1.3. Articulate their organization's JLLIS requirements.

2.8.1.4. Act as the focal point for emergent parent organization JLLIS issues or new requirements related to respective missions and needs.

2.9. Inspector General (IG), Standardization and Evaluation, Safety, and History Program Directors.

2.9.1. Due to different missions and responsibilities, the unit lessons learned programs will not be in the same office with IG, Standardization and Evaluation, Safety, or History programs.

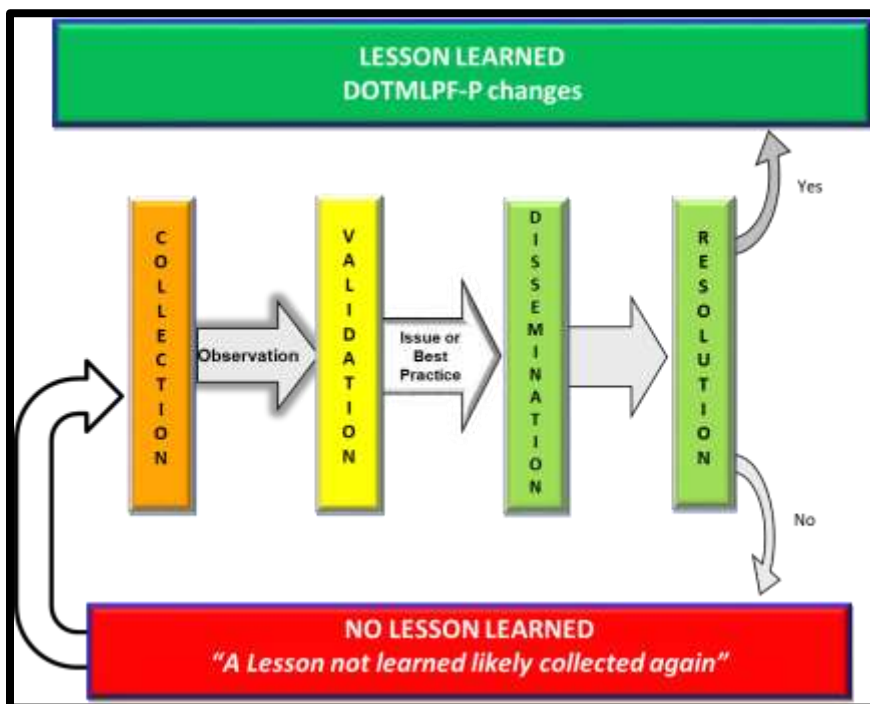
2.9.2. IG, Standardization and Evaluation, Safety, and History programs should send lessons they identify to their echelon's lessons learned manager.

Chapter 3

GUIDANCE AND PROCEDURES

3.1. Space Force Lessons Learned Process. The Space Force Lessons Learned Process has four fundamental components: Collection, Validation, Dissemination, and Resolution. This process collects observations from various events, validates the observations as either issues or best practices, disseminates this information to the force, then resolves the issue or best practice by incorporating it into unit processes. The process seeks to resolve lessons at the lowest level, with provisions to elevate a lesson to a higher echelon as required.

Figure 3.1. Lessons Learned Process.



3.2. Collection.

3.2.1. Purpose. The process begins with the Collection phase which gathers observations actively or passively. Collections may capture observations at the strategic, operational, and/or tactical level. Lessons learned offices, aided by SMEs, normally lead a collection, or support a subordinate organization's effort. Lesson learned collection opportunities include operations, training events, exercises, experiments, wargames, and other activities as leadership directs.

3.2.1.1. Active collection. Active collection entails collecting information on specific operations, events, exercises, experiments, wargames, or other relevant events through direct observation, interviews, questionnaires, and other direct methods during on-site activities.

3.2.1.2. Passive collection. Lesson learned teams capture observations by examining databases, or reading published documents such as IG, Safety, History, and After-Action Reports.

3.2.2. Individual Guardians and Airmen. Guardians and Airmen are encouraged to capture observations and enter them in JLLIS at any time.

3.3. Validation.

3.3.1. Purpose. Commanders/commander equivalents/directors, aided by SMEs, conduct a review to confirm an observation is a valid issue or best practice, and ready for entry into the Resolution phase. Validation ensures the observation accuracy, applicability, and completeness.

3.3.2. Validation Process.

3.3.2.1. First, lessons learned offices at the originating echelon obtain commander agreement that an observation at their echelon constitutes a valid lesson.

3.3.2.2. Second, commands assess whether implementing validated issues and best practices across the DOTMLPF-P are feasible at their echelon. If feasible, the lesson moves into the Dissemination and Resolution phases at that echelon.

3.3.2.3. Third, if implementing changes requires action at a higher echelon, Commands forward the lesson to the higher echelon lessons learned office for resolution.

3.4. Dissemination.

3.4.1. Purpose. Commanders distribute validated issues and best practices through briefings, bulletins, reports, professional military curriculum, training courses, or JLLIS database entries before, concurrent, or after issue resolution. They may disseminate issues or best practices that have an immediate impact to mission.

3.5. Resolution.

3.5.1. Purpose. A command echelon transforms an issue or best practice into a lesson learned by implementing DOTMLPF-P changes to improve USSF operations and processes.

3.5.2. Process. Commanders determine the specific issue resolution process for their command. Organizations are encouraged to resolve lessons at the lowest possible level, and, if needed, elevate lessons for resolution to the next echelon.

3.5.2.1. Prioritization of issues/best practices is essential to ensuring that higher interest or more impactful items are resolved first. If accepted for resolution, the issue or best practice is assigned to an OPR for resolution action.

3.5.2.2. OPRs should update their commander on their progress towards resolving the issue or best practice. Timing and method of progress updates are at the discretion of leadership.

3.5.2.3. Once resolution actions are complete, the commander approves the lesson learned for closure. However, if at any time during the resolution process a unit determined the echelon does not have the resources for resolution, they will forward the issue or best practice to the next higher echelon for resolution.

3.5.2.4. FLDCOMs and C-FLDCOMs may nominate strategic, cross-cutting, and whole of USSF DOTMLPF-P issues or best practices impacting the core missions in the SpFIRP for VCSO review and approval. Coordinate nomination briefings through the SpFLLP.

3.5.3. Frustrated Lessons. If a unit does not accept a validated issue or best practice for resolution, or does not receive it for action, then it remains “Active” in JLLIS for three years. After three years, the OPR Lessons Learned office changes the status in JLLIS to “Closed.”

DEANNA M. BURT
Lieutenant General, USSF
Chief Operations Officer

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

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

CJCSM 3150.25C, *Joint Lessons Learned Program*, 23 June 2023

DAFPD 10-13, *Doctrine and Lessons Learned*, 12 Jan 2023

DAFMAN 90-161, *Publishing Processes and Procedures*, 18 October 2023

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

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*, 15 April 2022

Abbreviations and Acronyms

AAR - After Action Report

AF - Air Force

CJCSI - Chairman of the Joint Chief of Staff Instruction

DoD - Department of Defense

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

HQ - Headquarters

IG - Inspector General

JLLIS - Joint Lessons Learned Information System

JLLP - Joint Lessons Learned Program

JLLWG - Lessons Learned Working Group

JLM - Joint Lesson Memorandum

LM - Lesson Manager

OPR - Office of Primary Responsibility

SIPRNet - Secured Internet Protocol Router

SME - Subject Matter Expert

SpFIRP - Space Force Issue Resolution Process

SpFLLP - Space Force Lessons Learned Program

USSF - United States Space Force

Terms

Best Practice - A best practice refers to a validated method or procedure which has consistently shown results superior to those achieved with other means, and appears to be worthy of replication.

Collection - Gathering information on specific operations, events, and exercises directly or through others' data and analysis such as JLLIS observations, JTIMS observations, after action reports and other operational reports.

Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy - Factors that implement senior leader guidance and lead to the development and employment of joint force capabilities.

Issue - Issues represent a negative aspect, signifying a flawed practice, procedure, or process that falls short of producing the anticipated results.

Joint Lessons Learned Information System Administrator - An individual within an organization that directly supervises the JLLIS-related activities of their organization.

Joint Lessons Learned Information System - The DoD system of record used by the Air Force Lessons Learned Process. JLLIS is a tool to facilitate discovery, validation, resolution, and dissemination of lessons learned data from operations, events, exercises, and other activities.

Lesson Learned - A resolved issue or best practice that improves operations or activities and results in an internalized change to capability, process, or procedure.

Lesson Manager - The individual or designated OPR for an organization's lessons learned program. The LM is responsible to the organization's commander for managing the observations and recommendations, and lessons learned of that organization, and manages lessons learned information via the JLLIS.

Observation - Notes or comments on an operation, event, or exercise from the perspective of the person(s) who perceived or experienced it first-hand.

Resolution - Process to ensure validated issues or best practices are staffed for action. Resolution actions should be captured in the Joint Lessons Learned Information System or appropriate documents and tracked to closure.

Space Force Issue Resolution Process - An as-needed USSF process where FLDCOMs/C-FLDCOMs may nominate strategic, cross-cutting, and whole of USSF DOTMLPF-P issues or best practices impacting core USSF missions for VCSO or SF/DS review and approval. Nomination briefings are coordinated through the SpFLLP.

System of Record - A designated data store housing information in a structured fashion, that allows retrieval and updates as needed for its designated purpose.

Validation - The review of submitted observations to determine if they are accurate, relevant, and contain potential issues or best practices that may improve future performance.