



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

---

J-7  
DISTRIBUTION: A, B, C, S

CJCSI 3150.25E  
20 April 2012

## JOINT LESSONS LEARNED PROGRAM

References: See Enclosure D.

1. Purpose. To establish CJCS policy, guidance, and responsibilities for the Joint Lessons Learned Program (JLLP).
2. Cancellation. CJCSI 3150.25D, 10 October 2008, "Joint Lessons Learned Program," is superseded by this publication.
3. Applicability. This instruction applies to the Joint Staff, Combatant Commands, Services, Combat Support Agencies (CSAs) (Defense Intelligence Agency, Defense Information Systems Agency, Defense Logistics Agency, Defense Threat Reduction Agency, National Geospatial-Intelligence Agency, National Security Agency, Defense Contract Management Agency), and other organizations participating in the JLLP. Services include Regular and Reserve Components. This instruction is provided as information to the Office of the Secretary of Defense (OSD) and to other U.S. Government (USG) organizations involved in lessons learned programs, such as the United States Coast Guard.
4. Policy. See Enclosure B.
5. Definitions. See Glossary – Part II.
6. Responsibilities. See Enclosure C.

7. Summary of Changes

a. Updates Enclosure A to reflect changes to the JLLP phases; provides administrative and reference updates, and aligns processes and procedures with those documented within CJCSM 3150.25, "Joint Lessons Learned Program," dated 15 Feb 11.

b. Clarifies roles of those JLLP participants impacted by the disestablishment of Joint Forces Command, and further defines the specific responsibilities of the lesson manager (LM) originally introduced in CJCSM 3150.25.

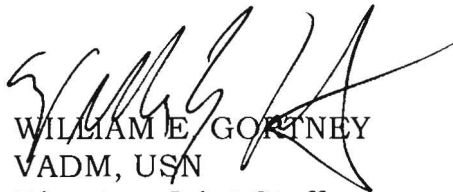
c. Provides additional detail on the deliberate observation validation process, data entry into the Joint Training Information System (JTIMS) and integration with the JLLP.

d. This instruction provides guidelines for use of the Joint Lesson Memorandum (JLM) as well as an example for use by the combatant commands, Services, combat support agencies in the submission of issues to the Joint Staff Issue Resolution process.

e. Provides policy and procedures for establishing a joint community of practice within the Joint Lessons Learned Information System (JLLIS).

8. Releasability. This instruction is approved for public release; distribution is unlimited. Department of Defense (DOD) Components (to include the Combatant Commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

9. Effective Date. This instruction is effective upon receipt.

  
WILLIAM E. GORTNEY  
VADM, USN  
Director, Joint Staff

Enclosures:

- A - Program Overview
- B - Policy and Guidance
- C - Responsibilities
- D - References
- GL - Glossary

DISTRIBUTION

Distribution A, B, and C, plus the following list of organizations under  
Distribution S:

	<u>Copies</u>
Secretary of State .....	2
Secretary of Defense.....	2
Secretary of Homeland Security.....	2
Commandant, USCG.....	2
Chief, NGB.....	2
Director of Central Intelligence .....	2
President, National Defense University .....	2
Commandant, National War College .....	2
Commander, Air University .....	2
Commandant, Industrial College of the Armed Forces.....	2
Commandant, Army War College .....	2
President, Naval War College .....	2
Commandant, Air War College.....	2
President, Marine Corps University .....	2
Commandant, Joint Forces Staff College .....	2
Commandant, Army Command and General Staff College.....	2

OPR for this directive has chosen electronic distribution to the above organizations via e-mail. The Joint Staff Information Management Division has responsibility for publishing the subject directive to the SIPR and NIPR Joint Electronic Library via the Joint Doctrine and Education Information System (JDEIS).

(INTENTIONALLY BLANK)

TABLE OF CONTENTS

	Page
ENCLOSURE A PROGRAM OVERVIEW	
Overview .....	A-1
JLLP Community.....	A-1
Joint Lessons Learned Information .....	A-2
Program Phases.....	A-2
Appendix A – JOINT LESSON MEMORANDUM .....	A-A-1
ENCLOSURE B POLICY AND GUIDANCE	
Overview .....	B-1
Appendix A – Policy .....	B-A-1
Appendix B – Guidance .....	B-B-1
ENCLOSURE C RESPONSIBILITIES	
Overview .....	C-1
Appendix A – SAMPLE TERMS OF REFERENCE (TOR) AGREEMENT FOR JOINT COLLECTION TEAM .....	C-A-1
ENCLOSURE D REFERENCES.....	D-1
GLOSSARY .....	GL-1

(INTENTIONALLY BLANK)

## ENCLOSURE A

### PROGRAM OVERVIEW

1. JLLP Overview. The JLLP is a knowledge management program established to enhance joint capabilities through discovery, validation, integration (with functional resolution processes), evaluation, and dissemination of lessons from joint operations, training events, exercises, experiments, and other activities involving DOD assets of the Armed Forces of the United States and applying to the full range of joint operations in peacetime and war. The primary objective of the JLLP is to enhance joint capabilities by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) and readiness/policy. Through its tenet of sharing best practices and lessons learned, the JLLP informs other joint development processes, enables learning and collaboration from joint activities, enhances joint force capabilities, and advances force readiness.

a. The JLLP influences joint training and education by providing a path to ensure lessons are injected into joint learning processes, thereby improving their viability and enhancing readiness to meet changing demands.

b. The observations, issues, best practices, recommendations, lessons, and lessons learned of the JLLP influence the Joint Capabilities Integration and Development System (JCIDS) by identifying gaps and shortfalls with the goal of delivering the best military capabilities in support of our national security.

c. A critical component of the JLLP is for issues to be resolved at the lowest possible level. An equally important aspect is for best practices and lessons learned to be shared with the relevant community of practice.

2. JLLP Community. The JLLP community is comprised of distributed lessons learned organizations and programs as described at the introduction of this document within the section describing applicability. While these JLLP stakeholders have primary areas of focus, they are neither constrained from investigating other areas of focus when necessary nor rigidly separated by process or activity. JLLP stakeholders support the priorities and equities of their host organization and, when appropriate, shall contribute information, data, and lessons learned that are germane to improving joint capabilities and readiness. DOD stakeholders of the JLLP include the Joint Staff, Services, Combatant Commands, and CSAs and operate their programs in accordance with (IAW) this instruction.

a. Effective relationships between lessons learned organizations and programs promote complementary discovery, validation, integration (with functional resolution processes), evaluation, and dissemination of lessons throughout the joint community. To this end, the JLLP strives to create an environment where JLLP stakeholders freely share observations, issues, best practices, recommendations, lessons, and lessons learned without unwarranted restrictions in order to effect positive changes for the joint force.

b. The JLLP community meets semiannually to share information and discuss and explore methods and processes for improving JLLP knowledge management of observations, issues, recommendations, lessons, and lessons learned. During these meetings, stakeholders share best practices and program updates, as well as develop processes and procedures in support of the JLLP.

3. Joint Lessons Learned Information. Knowledge management is the cornerstone of the JLLP community. Organizations participating in the JLLP shall coordinate activities and collaboratively exchange information (e.g. observations, issues, best practices, recommendations, lessons, and lessons learned) to the maximum extent possible. Effective information exchange contributes to the improvement of operations conducted by the joint force and other USG organizations. JLLP knowledge management is enabled by JLLIS, the DOD JLLP system of record. JLLIS facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force.

#### 4. Program Phases

a. Overview. The JLLP four-phase process includes discovery, validation, integration (with functional resolution processes), and evaluation. Additional information on these phases is explained in detail within reference a.

(1) While commanders and directors are responsible for the execution of these phases within their organizations, the basic method for JLLP execution shall be consistent with the process chart depicted in Figure 1.



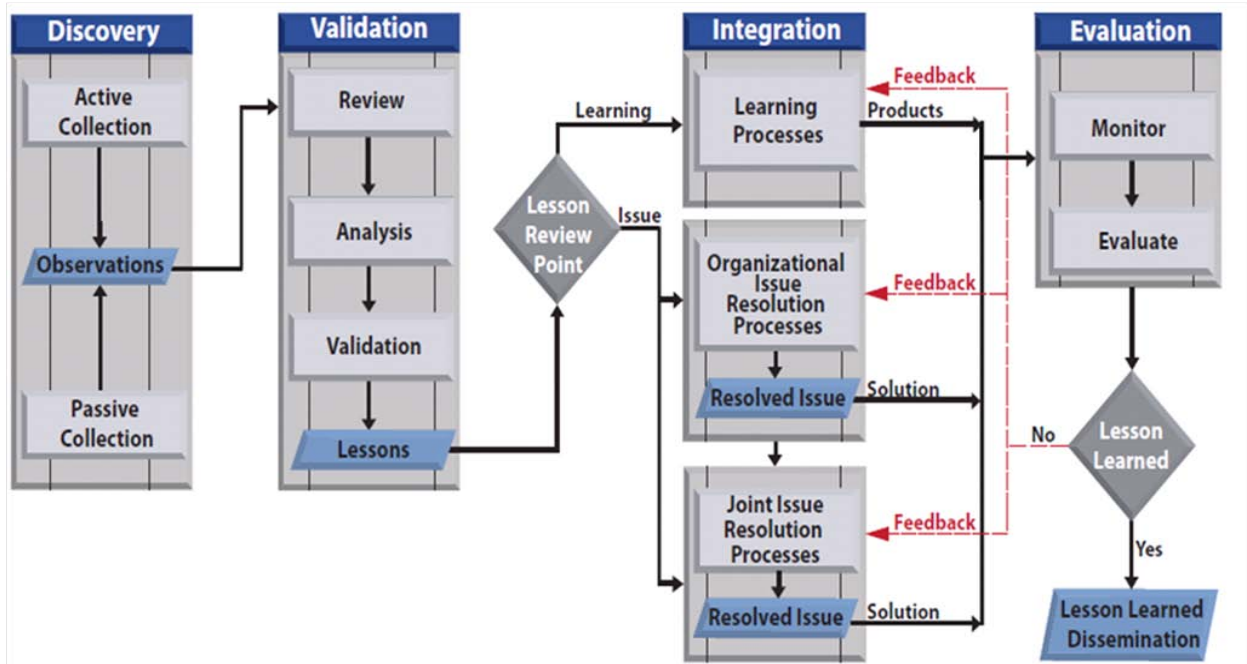


Figure 1. The Joint Lessons Learned Program Process

(2) The discovery, validation, integration, and evaluation phases of the JLLP are shown as part of a sequential process, culminating in lessons learned that may be used in a variety of ways by the lessons learned community, joint force commanders, joint warfighters, the Joint Staff, DOD leadership, and other appropriate organizations. Through this process, the JLLP produces validated information that enables actionable DOTMLPF changes, which improve joint capabilities.

b. Discovery Phase. The discovery phase is the foundation phase of the JLLP, producing observations from multiple sources and approaches. At this entry point in the process, all observations, reports, and/or summaries provide a basis for additional review and analysis; however, they are neither refined nor validated yet. Discovery phase activities include active and passive collection, both of which contribute to a comprehensive JLLP discovery process.

(1) Active Collection. Active collection consists of activities specifically generated to collect information on training, wargaming, experiments, operations, and real world events.

(2) Passive Collection. Passive collection activities are not limited by time, location, personnel training, or event, and are conducted for the purposes of drawing analytical conclusions. This type of collection provides the JLLP with a flexible, adaptive, responsive, and pervasive source of inputs which may

provide context and conclusions beyond direct observation. Passive collection consists of reviewing information from outside sources generally focused in three information classes: (1) after action reports (AAR); (2) information collected via collection tools; and (3) information collected via individual inputs from observers, trainers, and operators. Services, Combatant Commands, and CSAs shall designate review, validation, and release authorities for internal collection activities.

c. Validation Phase. During the validation phase, observations are reviewed and analyzed to produce lessons for integration into learning or issue resolution processes in the next phase. The JLLP validation phase ends once review and analysis of an observation is complete and lessons move on to the integration phase.

d. Integration Phase. During the integration phase, lessons from the validation phase are integrated into learning or issue resolution processes. As each lesson leaves the validation phase, it is reviewed to determine whether it is a lesson requiring resolution, a lesson for dissemination as a best practice, or a lesson that qualifies as a sustainment item that should be forwarded to the learning processes.

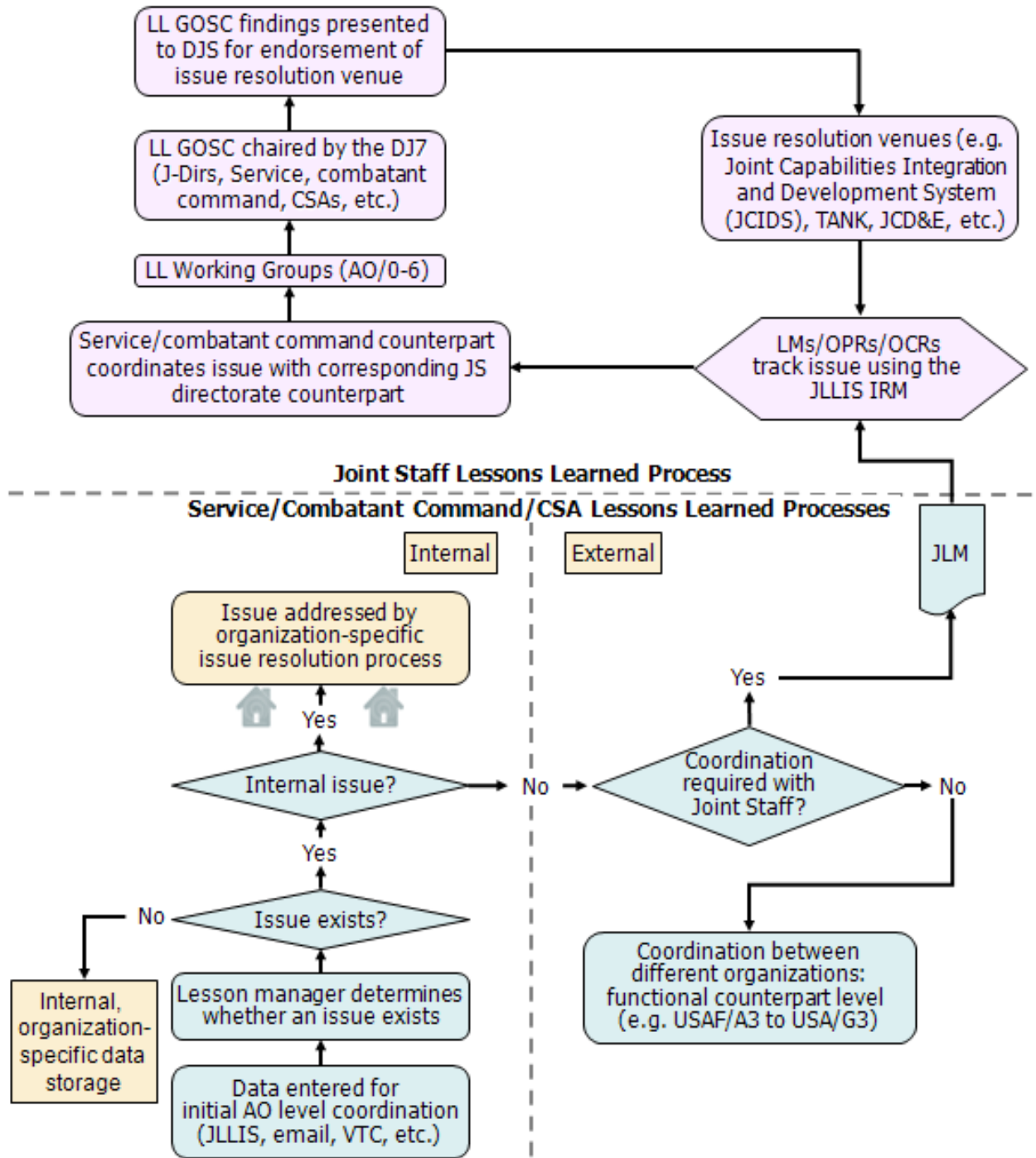


Figure 2. Integration with Joint Issue Resolution Processes

(1) Service/Combatant Command/CSA JLLP integration with JS issue resolution processes are depicted in Figure 2. The joint lesson memorandum (JLM) is a tool that may be used by organizational leadership to inform the JS of lessons requiring JS analysis and resolution. For submission of issues to the Joint Staff Issue Resolution process, a General Officer (GO)/Flag Officer

(FO) or Senior Executive Service (SES) certification is required using the JLM, (see sample within Appendix A to Enclosure A).

(2) Conclusions derived from analysis of published lessons (when conducted by other than the originating organization(s)) shall be annotated as such within subject reports, publications, briefings, summaries, and/or the JLLIS. This annotation shall include specific reference to the organization that conducted the follow-on analysis and a statement noting that the assessment, comments, or conclusions may or may not reflect those of the originating organization. Published information should be purged of references that could identify specific units or personnel. Identification of units and personnel by “type” or “function” is preferred. Exceptions to this policy are only permissible when specifically approved by the supported command and when necessary to provide full context.

e. Evaluation Phase. The evaluation phase focuses on determining whether a lesson was learned. During this phase, lessons move from completion of the action plan through dissemination. During evaluation, if it is determined that “learning” did not occur, the lesson is returned to the integration phase. If the lesson is evaluated to have been “learned,” or that the action plan solved the originally noted deficiency, the “lesson learned” is disseminated. The primary means of dissemination for the JLLP is JLLIS.

APPENDIX A TO ENCLOSURE A

JOINT LESSON MEMORANDUM

1. Overview. The JLM serves as a tool that may be used by organizational leadership to inform the Joint Staff of lessons requiring JS analysis and assignment into the appropriate issue resolution venue.

2. Policy. For submission of issues to the JS issue resolution process, a GO/FO/SES certification is required using the JLM. See Figure 3.

a. Prior to JLM submission:

(1) The submitting organization shall capture the detailed issue in JLLIS. The JS Joint Lessons Learned Policy Branch (JLLPB) shall coordinate with the submitting organization to reassign the OPR to the JS/J-7 and identify a JS/J-7 JLLPB action officer as the Issue Coordinator.

(2) Based on the level of leadership submitting the issue to the Joint Staff, a JLM should be directed as follows:

(a) Requests from Combatant Commanders, Service Chiefs and Vice Chiefs, or Combat Support Agency Directors and Deputies: CJCS or VCJCS

(b) Requests from Deputy Commanders, Service Operations Deputies, or Combat Support Agency Chiefs of Staff: DJS or DJ-7.

(c) Requests from Combatant Command, Service, and/or CSA Staff Directorate Directors or Vice-Directors or equivalent GO/FO/SES: VDJ-7 or DDJ-7 Strategy and Policy (S&P) and appropriate JS J-Dir GO/FO/SES.

(3) The JLM may be sent directly via e-mail attachment to the appropriate principal. Service, Combatant Command, and CSA Lessons Learned Directors should copy the submitted JLM via e-mail to the JS/J-7, Joint Education and Doctrine Division Chief and JLLPB Chief to ensure timely response.

b. After submission of an issue to the Joint Staff, the JLLPB will manage these cross-cutting joint operational and strategic issues within the JS issue resolution process, assign OPRs and Offices of Collateral Responsibility (OCR), and develop action plans with an end state, milestones, estimated completion date, recommended actions, and corrective actions.



**ABCXYZCOM STAFF**  
Letterhead

Reply ZIP Code:  
#####-####

## Date ####

MEMORANDUM FOR DIRECTOR JOINT FORCE DEVELOPMENT  
JOINT STAFF J7

Subject: (U) Operation XXXXXXXXXXXX Joint Lessons

1. This memorandum identifies lesson(s) collected and analyzed by ABCXYZCOM personnel involved in Operation XXXXXXXXXXXX. ABCXYZCOM has reviewed, validated, and approved lesson(s) for collaboration with the Joint Staff.
2. The lesson is contained in SIPRNET JLLIS using tracking number xxxxx. My staff will continue to monitor and work with the Joint Staff to address this issue.
3. The ABCXYZCOM point of contact for this action is Rank, Names, Service; ABCXYZCOM/J#; XXX-XXX-XXXX; firstname.lastname@ABCXYZCOM.smil.mil.

NAME  
Rank, Service  
Position

Figure 3. Sample Joint Lesson Memorandum

ENCLOSURE B

POLICY AND GUIDANCE

Overview. This instruction provides CJCS policy and guidance and applies to the Joint Staff, Combatant Commands, Services, CSAs, and organizations participating in the JLLP. Services include Regular and Reserve Components. This instruction is provided as information to OSD and to other USG organizations involved in lessons learned programs. It applies to individual, staff, and collective joint lessons learned programs and affirms the commander's/director's role in the gathering, archiving, reporting, and sharing of lessons learned as related to joint training and readiness. Lessons learned enhance the commander/director's ability to prepare and integrate combat and support forces to execute assigned missions. Policy and guidance are provided in Appendices A and B to this enclosure.

(INTENTIONALLY BLANK)



## APPENDIX A TO ENCLOSURE B

### POLICY

1. Overview. The JLLP is a knowledge management program established to enhance joint capabilities through discovery, validation, integration (with functional resolution processes), evaluation, and dissemination of lessons from joint operations, training events, exercises, experiments, and other activities involving DOD assets. The JLLP applies to the full range of joint operations in peacetime and war.

2. Joint Capabilities. The JLLP contributes to joint capabilities integration, development, and improvement, and complements other DOD issue resolution processes. The JLLP improves mission effectiveness by enhancing the joint operator's ability to learn from the conduct of operations across all levels of engagement. This focus supports the JLLP goals of enhancing joint capabilities and joint force transformation.

a. Support to joint operations entails continuously improving and adapting materiel and non-materiel solutions across the DOTMLPF spectrum as well as improving DOD policy mandates.

b. Support to joint force transformation includes contributing to joint concept development, joint experimentation and assessment, and change implementation programs.

3. JLLP Stakeholders. The JLLP supports a wide range of stakeholders. The observations, issues, best practices, recommendations, lessons, and lessons learned directly contribute to improving operations conducted by the DOD in support of the Combatant Commands and other USG organizations. The JLLP influences joint training and education by providing procedures to inject lessons into joint learning processes, thereby improving their viability and responsiveness to meet changing demands. It also influences the JCIDS and DOD transformation by identifying capability gaps and shortfalls.

a. The Joint Staff, Services, Combatant Commands, NGB, and CSAs shall have a joint lessons learned program IAW this instruction.

b. Organizations participating in the JLLP shall identify and assign LMs and JLLIS administrators in their respective organizational structure. Individuals assigned to these positions shall execute tasks as appointed within Enclosure C of this document.

#### 4. JLLP Integration

a. Joint Training System (JTS). The JTS, as described in reference b, is an interrelated series of disciplined, logical, and repeatable processes to continuously improve joint training and readiness. The JTS process is a cycle composed of four phases, each of which shall be informed by the JLLP.

b. Combatant Command Exercise Program. The deliberate observation validation process permits the timely sharing of lessons from Combatant Command exercises. Under this process, Combatant Commands capture and share key, overarching, and crosscutting observations and lessons no later than 45 days after the end of the exercise. Observations may be entered directly into JLLIS or exported from JTIMS into JLLIS, IAW reference c.

c. National Exercise Program (NEP). After a Department of Homeland Security national exercise concludes, participating DOD Components shall provide their after-action review to the CJCS or a designated representative, (reference d).

#### 5. JLLP Collaboration and Information Sharing

a. Joint Lessons Learned Conference. The purpose of the joint lessons learned conference is to provide a collaborative venue where the Joint Staff, Combatant Commands, Services, CSAs, and other agencies involved in lessons learned programs may present issues, share ideas, and work together towards improving lessons learned program processes. This conference normally occurs as part of the Worldwide Joint Training and Scheduling Conference under the heading of the Joint Lessons Learned Working Group (JLLWG) and meets on a semi-annual basis to discuss and explore methods and processes for improving JLLP knowledge management of observations, issues, best practices, recommendations, lessons, and lessons learned.

b. Foreign Disclosure. The sharing of joint lessons learned information between the Department of Defense, USG agencies, partner nations, and other non-DOD partners shall occur IAW DOD and CJCS policy. Specifically, information contained within JLLIS shall be governed by DOD and CJCS policy regarding information sharing and network security (references e through m).

c. The JLLIS Joint Community of Practice (CoP). Through the joint CoP, JLLIS provides the JLLP with the ability to gather information quickly and process larger quantities of information in a single location, thus allowing dissemination of relevant data to a wider audience. Through group interaction, joint CoP members can quickly create a knowledge base from which to share valuable information across the joint lessons learned community even if they do not belong to the same organization or serve in the same geographical area.

(1) Management of the JLLIS Joint CoP. The joint CoP host/manager identifies CoP members or subject matter experts (SME) in a particular area to support sharing, collaboration, and the exchange of information to facilitate the lesson resolution process. Through the joint CoP, JLLIS users view and collaborate on active observations, issues, best practices, recommendations, lessons, and lessons learned activities. See Enclosure C for additional information and specific responsibilities of the JLLIS joint CoP host/manager.

(2) Synchronizing Collection Efforts in a JLLIS Joint CoP. The JS/J-7 shall establish a joint CoP for the synchronization of collection efforts, such as during a contingency operation (e.g., humanitarian assistance and disaster relief) where multiple organizations may collect and contribute lessons.

(a) Stakeholders participating in the collection effort shall post relevant contingency operations information in the established joint CoP.

(b) JS/J-7, at the outset of a contingency operation, shall announce the posting of an activity summary of collection efforts on the joint CoP.

(c) Stakeholders shall be tasked by the JS/J-7 to provide updates on the collection effort.

(INTENTIONALLY BLANK)

## APPENDIX B TO ENCLOSURE B

### GUIDANCE

#### 1. JLLP Objectives

- a. To conduct active and passive collection activities as appropriate.
- b. To analyze information from joint operations, training events, exercises, and other activities involving DOD assets. Stakeholders shall derive and identify key data points and then document observations at strategic, operational, and tactical levels.
- c. To support timely feedback to joint operators and decision makers by delivering lessons, enabling them to modify current (and future) training, planning, exercises, and operations as necessary.
- d. To disseminate information to the appropriate functional managers or community lessons and lessons learned during planning and execution of real-world operations, or anticipation of key joint training events, exercises, or experiments involving DOD assets.
- e. To formulate, recommend, track, and monitor lessons through joint issue resolution processes to conclusion and implementation.
- f. To observe implemented recommendations and courses of corrective action and validate the benefit of DOTMLPF changes made as a result of the JLLP. This evaluation process should verify whether a lesson is learned, and results in feedback to joint operators when further action or reevaluation is warranted.

#### 2. JLLP Capabilities. The following capabilities are required of lessons learned stakeholders (organizations) participating in the JLLP:

- a. The ability to capture, analyze, validate, evaluate, and learn from their collection efforts.
- b. The ability to participate in issue resolution processes in their area of operations and/or interests, enhancing their ability to advise their commands in a timely manner.

c. The ability to conduct small-scale active collection activities immediately before, during, or immediately after a joint operation, training event, or exercise, using active collectors who directly observe performance, review activities focusing on that performance, and interview participants. This guidance acknowledges that the participants in these collection efforts have other duties and responsibilities. Therefore, characteristics found in small-scale collection efforts may include:

- (1) A relatively short duration or intermittent requirement.
- (2) A relatively small collection contingent.
- (3) Non-contiguous collection efforts.

### 3. JLLP and North Atlantic Treaty Organization (NATO) Lessons Learned.

a. Supreme Allied Commander Transformation (SACT). SACT is the lead for the overall NATO lessons learned process when dealing with those lessons that are addressed and resolved at the strategic command level and below, (reference n). SACT is supported by Allied Command Operations (ACO) in the planning and execution of this task. Reciprocally, Allied Command Transformation supports ACO with the overall output of the NATO Lessons Learned process for the planning and execution of operations, military exercises, training, and experimentation.

b. NATO Joint Analysis and Lessons Learned Centre (JALLC). The NATO JALLC is the lead agency for the analysis of operations, exercises, training, experiments, collection, and communication of lessons learned for NATO. The JALLC deploys teams worldwide to support NATO, analyzing all aspects of the alliance's work at the operational and strategic levels. Headquartered at Monsanto, Portugal, the JALLC hosts and maintains NATO's lessons learned database, where lessons are captured, stored, and processed.

(1) The JS and U.S. European Command normally attend the NATO Lessons Learned Conference hosted by the JALLC and collaborate on all briefings presented for the United States.

(2) The Services and other joint organizations attend the NATO Lessons Learned Conference as deemed necessary and collaborate on all briefings presented for the United States.

(3) The JS DJ-7 maintains a full-time liaison officer with JALLC who may be used by any member of the JLLP as required to facilitate communication with the NATO Lessons Learned Program.

20 April 2012

4. International Lessons Learned Conference (ILLC). U.S. DOD Components participate in the ILLC to foster the sharing of lessons learned processes and data.

a. The JS and the Combatant Command of the area of responsibility (AOR) where the ILLC is held normally attend the ILLC and shall collaborate on briefings presented for the United States.

b. The Services and other joint organizations attend the ILLC as deemed necessary and shall collaborate on briefings presented for the United States.

(INTENTIONALLY BLANK)



ENCLOSURE C

RESPONSIBILITIES

1. Overview. This instruction outlines the responsibilities of the offices, organizations, and individuals assigned as participants within the JLLP.
2. Chairman of the Joint Chiefs of Staff. The CJCS provides policy, direction, and guidance to the JLLP.
3. Director, Joint Staff (DJS). The DJS receives a periodic lessons learned update from the Director for Force Development, Joint Staff (DJ-7). The DJS provides guidance on issues elevated to the level of JS attention and handling. Guidance may include sending issues to the TANK, or other joint issue resolution venues, to open or close issues. The DJS shall notify the DJ-7 when active collection and analysis may be required.
4. Director for Joint Force Development, Joint Staff (DJ-7). The DJ-7 supports the CJCS and the joint warfighter through joint force development in order to advance the operational effectiveness of the current and future joint force. The DJ-7:
  - a. Serves as the office of primary responsibility (OPR) for the JLLP/JLLIS.
  - b. Ensures overall JLLP/JLLIS integration.
  - c. Serves as the OPR for the Lessons Learned General Officer Steering Committee (LL GOSC). The DJ-7 meets with OSD principals (Homeland Defense (HD), Personnel and Readiness (P&R), Comptroller (C), Acquisition Technology and Logistics (AT&L), Office of the General Counsel (OGC), and others as needed), J-Directors, Combatant Commands, Services, NGB, and CSAs on a periodic basis to address joint operational and strategic lessons. Observations, issues, best practices, recommendations, and lessons gained from national level exercises, significant events, activities, and operations are reviewed by the J-Directorates and recommended to DJ-7 for inclusion in the LL GOSC for resolution. Lessons are developed into plans of action with an end state, milestones, estimated completion date, recommended actions, identified OPR(s), and OCR(s). The action plans are tracked, updated, and presented to the LL GOSC. Action plans are closed after the LL GOSC is satisfied that the lesson is learned and the corrective actions achieved the desired end state.
  - d. When active collection is required, the DJ-7 shall coordinate placement of active collection teams during real-world contingency or adaptive planning

activities. DJ-7 will additionally facilitate the initiation and staffing of active collection request among the principals as required. JLLIS shall be used to track the progress by JS, stakeholders, and other organizations involved in the collection effort.

e. Conducts JLLP active collection, validation, integration, and evaluation activities for selected Secretary of Defense (SecDef), CJCS, or Combatant Command designated operations, exercises, experiments, and other activities involving DOD assets.

f. On behalf of the CJCS, signs the TOR agreement between appropriate Combatant Commands that describe supported/supporting organization roles and responsibilities during active collection and analysis.

5. Director for Joint Force Development, Joint Staff, J-7, Deputy Directorate for Strategy and Policy (S&P). The J-7 S&P:

a. Serves as the JLLP OPR to the J-7.

b. Develops joint lessons learned policy and guidance. This includes periodically reviewing and updating joint lessons learned documents and providing recommendations to other joint policy and guidance documents related to the JLLP.

c. Serves as the program manager for JLLIS development, implementation, and integration with other joint automated information systems, including JLLIS configuration management.

d. Hosts a semiannual joint lessons learned conference comprised of representatives from the JS, Combatant Commands, Services, NGB, CSAs, and other joint lessons learned representatives as required.

e. Provides joint lessons discovery, validation, integration, and evaluation activities to include:

(1) Supporting J-7 Joint and Coalition Warfighting (J-7 JCW) conduct of interviews with senior military and civilian DOD officials. In lieu of J-7 JCW active collection, J-7 S&P may conduct interviews with senior military and civilian DOD officials as required.

(2) Conducting other collection activities in support of strategic lessons discovery.

(3) Coordinating with other strategic lessons learned organizations within the National Capital Region (this does not infringe on Combatant

Command responsibilities, e.g., USNORTHCOM, to collect and report on strategic-theater lessons).

(4) Conducting validation, integration, and evaluation of lessons by facilitating the JS issue resolution process.

f. Appoints a joint LM.

g. Appoints a JLLIS administrator.

h. Serves as the OPR for JLLIS joint CoP development.

(1) Ensures the request qualifies as a JLLIS joint CoP. The JLLIS joint CoP categories are operational, functional, or as designated for specific purposes. As Joint CoPs are approved and developed in JLLIS, the system will retain a historical list of Joint CoPs.

(2) Ensures the site does not currently exist.

(3) Identifies the JLLIS joint CoP Host/Manager.

(4) Notifies the host JLLIS administrator when approved to create the new joint CoP within JLLIS.

i. Supports JLLP participants' interaction with the JCIDS and Joint Chiefs of Staff TANK processes when requested, (reference o).

j. Coordinates validated joint lessons learned with appropriate DOD Capability Portfolio Manager (CPM) for resolution IAW DODD 7045.20, (reference p).

k. Coordinates doctrine change recommendations through the joint doctrine development system IAW CJCSI 5120.02 Series, (reference q).

l. Coordinates education change recommendations IAW CJCSI 1800.01 and 1805.01 Series, (references r and s).

m. Coordinates training change recommendations through the Joint Training System IAW CJCS 3500 Series, (references b and c).

n. Develops JLLP-sourced submissions for the Chairman's annual training guidance and other joint training system processes.

o. Attends the NATO Lessons Learned Conference hosted by the JALLC, represents the JLLP, and collaborates on all briefings presented on behalf of the United States.

p. Represents the JLLP at the ILLC to foster the sharing of lessons learned processes and data.

q. Represents the CJCS and the JLLP at joint-level multinational lessons learned conferences based on the conference focus.

r. Represents the CJCS and the JLLP, in coordination with OSD Policy, at Interagency lessons learned conferences.

6. Director for Joint Force Development, Joint Staff, J-7, Deputy Directorate for Joint and Coalition Warfighting. The J-7 JCW:

a. Develops and implements the capability to collect and analyze observations from current operations exercises, experiments, or as directed by DJ-7.

b. Deploys SMEs and analysts with an initial collection plan to collect information on joint operations when authorized and initiated.

c. Develops and coordinates the TOR agreement between the appropriate Combatant Commands on behalf of the Chairman and DJ-7, (example provided in Appendix A, Enclosure C).

d. Appoints a joint LM.

e. Appoints a JLLIS administrator.

f. Identifies and inputs observations in JLLIS as required to facilitate the sharing and integration of joint observations, issues, best practices, recommendations, lessons, and ultimately, lessons learned across the joint force.

g. In coordination with supported/supporting stakeholders, analyzes data collected to identify key observations and provide recommendations for:

(1) Immediate action and feedback to improve ongoing joint operations.

(2) Longer term actions for the transformation of U.S. forces.

h. Ensures key observations are appropriately recorded and disseminated.

i. Ensures deployed supporting active collection teams operate IAW the TOR described in Enclosure C, Appendix A.

(1) Active collection teams shall keep the supported command(s), and those appropriate functional commanders (e.g. USSOCOM), appraised of data collection efforts, observations, analysis, and iterative production efforts of joint operational lessons learned products.

(2) All appropriate data (with the exception of interviews) collected by active collection teams shall be made available in JLLIS as required.

(3) In concert with the supported command, active collection teams shall develop written summaries, reports, briefings, and analyses derived from active and passive collection efforts and make them available to the supported command.

(4) Lessons learned products shall be developed, shared, and vetted with the supported command in JLLIS. Once vetted with the supported command, these products shall be given the widest possible distribution to DOD, Interagency, and multinational organizations consistent with security requirements.

j. Attends joint-level multinational lessons learned conferences (e.g. the ILLC) as required to foster the sharing of lessons learned processes and data.

k. Attends Interagency lessons learned conferences as required.

l. Participates in the semiannual JLLWG as mission requirements and resources permit.

7. JS Joint Directorates. The JS J-Directorates provide and maintain JLLP support for J-Directorate/functional-specific, operational and strategic level lessons through their support to lessons learned discovery, validation, integration, and evaluation programs. In support of the JLLP, the J-Directorates shall:

a. Appoint a joint LM.

b. Appoint a JLLIS administrator.

c. Establish local processes to resolve internal issues at the lowest possible level.

d. Share and integrate joint issues into the JLLP.

e. Support the JLLP.

f. Participate in the semiannual JLLWG as mission requirements and resources permit.

8. Combatant Commands and CSAs. The Combatant Commands and CSAs shall provide and maintain JLLP support for theater and functional-specific joint and interoperability lessons learned activities. These lessons are derived from the full range of joint activities and operations, primarily at the strategic theater and operational levels but not excluding the tactical level. As the JLLP is a distributed activity, commands shall execute observation discovery and validation, integration, and evaluation activities scaled to support the command's requirements while contributing to the overall JLLP. The Combatant Commands and CSAs shall:

- a. Appoint a joint LM.
- b. Appoint a JLLIS administrator.
- c. Establish local processes to resolve internal issues at the lowest possible level.
- d. Share and integrate joint issues into the JLLP.
- e. Conduct a lessons learned program with responsibilities to include, but not be limited to:

- (1) Executing and supporting command level joint lessons learned functions.

- (2) Executing small-scale active collection through direct observation of command and CSA level events and activities. Generally, small-scale Combatant Command/CSA collection shall be augmented by a core cadre of joint lessons learned specialists (JLLS) and analysts as required. When command and CSA level active collection requirements exceed command or agency capabilities, commands may request support from other commands, Services, agencies, or the JS J-7.

- (3) Performing passive collection and data processing. The JLLP shall support active and passive collection and processing. Combatant Commands and CSAs shall designate review, validation, and release authorities for internal JLLP activities.

- (4) Submitting lessons IAW Enclosures A and B. Lessons requiring external resolution may be submitted directly to the JS or other functional organizations for potential integration across the force.

- (5) Supporting the deliberate observation validation process by capturing and sharing key, over-arching, and crosscutting task performance observations (TPO) and training proficiency evaluations (TPE) in JTIMS for

export into JLLIS no later than the official exercise ending, plus 45 days. Alternatively, observations may be entered directly into JLLIS.

(6) Providing lesson summary inputs from the JLLIS to support development of commander or director joint training plans.

(7) Coordinating with active collection activities.

(a) When deployed, active collection teams from across the DOD operate under the direct control and movement authority of the supported command upon entry to the AOR.

(b) Deployed collection teams shall coordinate the release of data and information products with the supported command.

(c) Supported commands are expected to provide appropriate support for active collection efforts directed by the SecDef or the Chairman. These activities include coordinating theater and country clearance and other mutually agreed upon support requirements to be specified in a formal TOR agreement. (Enclosure C, Appendix A.)

f. Collaborate with peer multinational and Interagency lessons learned organizations as required, informing the JS of joint issues as required.

g. Attend the semiannual JLLWG as mission requirements and resources permit.

h. Combatant Commands are provided with a Combatant Commander Exercise Engagement and Training Transformation (CE2T2) funded JLLS by the JS J-7 to support internal JLLP requirements and act as an integrating agent for the JLLP. The JLLS performs a specialized role focusing on direct lessons learned support to include command-level lesson discovery, validation, integration, and evaluation. In addition, the JLLS actively communicates with JLLP activities throughout the DOD and provides an integration and standardization function for the JLLP. JLLS may fulfill the role of LM, JLLIS administrator, and JLLIS joint CoP manager as required.

9. Services. The Services provide and maintain JLLP support for Service specific interoperability, as well as strategic, operational, and tactical level lessons through their internal discovery, validation, integration, and evaluation programs. In support of the JLLP, the Services shall:

a. Appoint a joint LM.

b. Appoint a JLLIS administrator.

c. Establish a local issue resolution process to resolve internal lessons at the lowest possible level.

d. Share and integrate information across the joint force.

e. Conduct a Service lessons learned program with responsibilities to include, but not be limited to:

(1) Executing small-scale active collection through direct observation of Service-level events and activities. When Service-level active collection requirements exceed Service capabilities, the Service may request support from other commands, Services, or agencies.

(2) Providing passive collection and processing to include designation of review, validation, and release authorities for internal JLLP activities.

(3) Lessons requiring external resolution may be submitted directly to the JS or other functional organizations for potential integration across the force.

(4) Coordinating Service active collection activities within a Combatant Command's theater.

(a) With the exception of active collection teams in direct support of a Service-sponsored event, training exercise, experiment, or systems engineering, testing, and analysis event, Service active collection efforts shall follow the guidance for deploying active collection teams and shall notify and coordinate with Combatant Command or respective Service Component before deployment.

(b) Guidance on authority to direct and control movement of these teams and the supported command's role in the release of data and information products created from collected data applies to Service active collection teams.

(c) Service active collection teams shall out-brief the combatant commander's Service Component upon completion of their mission.

f. Attend the semiannual JLLWG as mission requirements and resources permit.

g. Service lessons learned activities are supported by a CE2T2-funded JS J-7 JLLS to support internal lessons learned requirements and act as an integrating agent for the JLLP. The JLLS performs a specialized role focusing on direct lessons learned support to include service-level lesson discovery, knowledge development, and implementation. In addition, the JLLS actively



communicates with JLLP activities throughout the DOD and provides an integration and standardization function for the JLLP.

10. National Guard Bureau. The NGB shall provide and maintain JLLP support for NGB specific interoperability, as well as strategic, operational, and tactical level lessons through their internal discovery, validation, integration, and evaluation programs. The NGB shall:

- a. Appoint a joint LM.
- b. Appoint a JLLIS administrator.
- c. Establish local processes to resolve internal lessons at the lowest possible level.
- d. Share and integrate information into the JLLP.
- e. Conduct the NGB lessons learned program with responsibilities to include, but not limited to:

(1) Executing small-scale active collection through direct observation of NGB-level events and activities. When NGB-level active collection requirements exceed NGB capabilities, the NGB may request support from other commands, Services, or agencies.

(2) Providing passive collection and processing to include designation of review, validation, and release authorities for internal JLLP activities.

(3) Lessons requiring external resolution may be submitted directly to the JS or other functional organizations for potential integration across the force.

(4) Coordinating NGB active collection activities within a National Guard (NG) commander's domestic operations area of support, to include NG domestic operations training events.

- f. Attend the semiannual JLLWG as mission requirements and resources permit.

11. United States Coast Guard. The USCG provides and maintains JLLP support for USCG-specific interoperability. The USCG establishes its own local processes to resolve internal issues and share information with the JLLP community as required. In order to participate in the JLLP, the USCG may:

- a. Appoint a joint LM.

- b. Appoint a JLLIS administrator.
- c. Participate in the JS Lessons Learned Program.
- d. Attend the semiannual JLLWG as mission requirements and resources permit.

12. Lesson Managers. The LM has the authority to review, validate, and release lessons learned information as appropriate for their organization. They are responsible for managing the lessons learned program of the organization to which they are assigned, and in doing so shall manage, track, coordinate, and evaluate observations/lessons/lessons learned through all phases of the JLLP to include final dissemination and upload to JLLIS. LM tasks are outlined below IAW the JLLP:

a. Discovery: During this phase LM tasks may include, but are not limited to:

(1) Participating in and/or assisting in collection activities for their organization.

(2) Entering command/organizational vetted observations and records into JLLIS, enabling direct submission by individual members and organizations.

(3) Providing training and assistance to personnel on how to add, review, search, and coordinate observations within JLLIS.

(4) Facilitating approval of JLLIS records IAW policy and guidance of their respective organization.

b. Validation. During this phase, lessons learned activities may be conducted using different approaches, however the basic process steps of review, analysis, and validation take place IAW participating organization policies and procedures before dissemination to the joint lessons learned community. Validation consists of review and analysis activities necessary to convert observations into lessons. LMs, in coordination with SMEs, analysts, and participating organization representatives, ensure observations are complete, functionally relevant, and validated during this phase. During this phase LM tasks may include, but are not limited to:

(1) Reviewing initial observations for completeness and accuracy, and making the determination of the appropriate SMEs to review the observations.

(2) Determining the appropriate time to change the status of an observation from pending to active within JLLIS.

(3) Performing the required coordination and staffing of observations, lessons, and lessons learned within their organization. In accordance with policy of the participating organization, action officers (AO), OPRs, and OCRs are authorized to share and collaborate on observations and information at the AO level and with other personnel as needed to review, analyze, validate, and obtain recommendations.

(4) Performing the required coordination and staffing of observations within the organization prior to executing external coordination IAW policy of the participating organization.

(5) Forwarding observations to the appropriate SMEs for review, analysis, validation, and release to the local organization and lessons learned community when appropriate. Approval authorities within the chain of command of an organization are established IAW processes and procedures of that organization. The LM is normally responsible for assisting OPRs and OCRs in coordinating the approval authority to forward validated observations up the chain of command internally or for external coordination.

(6) Coordinating observations and lessons with functional areas and SMEs to ensure complete vetting of issues.

(7) Tracking progress of observations and lessons for which their organization is responsible. Tracking shall continue through resolution.

(8) Providing training and assistance to personnel on how to add, review, search, and coordinate observations using JLLIS.

c. Integration. During this phase, lessons are integrated into learning or issue resolution processes. Since issue resolution should take place at the lowest organizational level possible, with corrective action taken as close to the occurrence as possible, the LM is critical to ensuring the information is managed accordingly. The LM responsibilities in the integration phase include, but are not limited to:

(1) Ensuring lessons are properly reviewed, analyzed, staffed, and approved for further action in the JLLP IAW organization policy and guidance.

(2) Supporting issue resolution processes to which they are assigned by their organization.

(3) Recommending AOs as the primary points of contact (POC).

(4) Developing a mechanism for identified POCs working each issue to document the detailed information required for that particular issue.

(5) Recommending, at each update, the disposition of each item to which they are assigned, (open, verify, close, or change OPR, etc.).

(6) Reviewing assigned items and coordinating appropriate course(s) of action and responses with all the applicable stakeholders.

(7) Nominating to joint resolution processes, issues that have applicability to other Combatant Commands, Services, and CSAs as appropriate, IAW organization policy and guidance.

(8) Assisting and coordinating with OPRs and OCRs in tracking and monitoring corrective action processes through final resolution.

(9) Providing training and assisting participating organization personnel and offices with building AARs, summaries and briefings.

d. Evaluation. The JLLP evaluation phase focuses on monitoring and evaluating lessons as products of the learning process or solutions to issues/lessons. Monitoring begins as lessons work through the integration processes. The LM/OPR monitors assigned lessons to track their progress through the integration processes. When a product from the learning process or solution to a lesson is determined, the LM/OPR moves the lesson to the evaluation phase. As products and solutions to lessons exit the monitoring process, the LM/OPR evaluates the lesson to determine if the product leads to a lesson learned. During this phase LM tasks may include, but are not limited to:

(1) Coordinating and monitoring updates to issues for reporting IAW established organizational procedures.

(2) Coordinating and monitoring issues through joint, Interagency, and multinational issue venues.

(3) Verifying corrective actions during appropriate venues to include, but not be limited to exercises, training events, operational events, experiments, and other events as required.

(4) Monitoring issues identified for evaluation and coordinating status updates for reporting IAW established organizational procedures.

(5) Ensuring monitoring and evaluations are accomplished by SMEs and that recommendation to continue or to halt evaluations are captured and incorporated into the lesson/issue updates.

(6) After the evaluation phase, it is critical for the resulting information to be disseminated which focuses on the sharing of observations, issues,

20 April 2012

recommendations, and other lessons learned information. The primary means of dissemination and distribution for the JLLP is JLLIS. Dissemination and distribution occurs when, IAW organization guidance, the LM determines whether to keep the observations or issues internal to the organization or to provide access to the information to the joint lessons learned community. LM dissemination tasks may include, but are not limited to:

- (a) Serving as the focal point for the release and dissemination of all lessons learned information.
- (b) Obtaining release approval at the appropriate level for distribution of lessons to external organizations according to local policy.
- (c) Assisting and coordinating with OPRs and OCRs in the distribution of unresolved issues to other organizations.

13. JLLIS Joint CoP Host/Manager. The JLLIS joint CoP host/manager shall be the primary point of contact for a JLLIS joint CoP. Responsibilities for the JLLIS joint CoP host/manager include:

- a. Ensuring the JLLIS site is established when approved by JS J-7, to include the purpose of the JLLIS joint CoP, references to previous and current lessons learned contained in the JLLIS database, and provision of links to supporting analyses, briefings, AARs, and lessons learned data.
- b. Identifying JLLIS joint CoP members or SMEs in a particular area to support sharing, collaboration, and the exchange of information to facilitate the lesson resolution process.
- c. Posting relevant contingency operations information in the established JLLIS joint CoP site.

14. JLLIS Administrators. The JLLIS administrators are the primary JLLIS points of contact and are authorized to present the single, unified position of an organization element that has a JLLIS requirement. Additional responsibilities include:

- a. Participating in JLLIS Configuration/User Advisory Working Groups and other project reviews.
- b. Articulating their organization's JLLIS requirements.
- c. Acting as the focal point for the member's organization to resolve issues and activities related to their respective missions and needs.
- d. Administering the organization's JLLIS user group.

- e. Participating in the assessment and validation of JLLIS capabilities.
- f. Approval of coalition personnel applying for JLLIS registration.

APPENDIX A TO ENCLOSURE C

(SAMPLE)

TERMS OF REFERENCE (TOR) AGREEMENT FOR JOINT COLLECTION TEAM

Note: In this enclosure, '(Supporting Organization)' represents the supporting collection team organization and '(YZCOM)' represents the applicable Combatant Command. This sample template is provided for JLLP use in establishing agreements for collection efforts and the identification of joint issues to be worked by the JLLP. The sample TOR is provided below:

1. Purpose. The DOD must improve its ability to derive lessons from joint operations. As adversaries will learn from and adapt to U.S. operations, the DOD must learn, adjust, and adapt faster. This TOR agreement describes (Supporting Organization) and (YZCOM) roles and responsibilities to support active collection and analysis focused on ongoing contingencies in the (YZCOM) AOR. An independent (Supporting Organization) team shall deploy to focus on joint operations processes enabled by training, technology, procedures, and organization.

2. Tasks. (Supporting Organization) shall:

a. Develop a collection plan and implement the capability to collect and analyze information from current real-world operations within the (YZCOM) AOR.

b. Deploy SMEs and analysts to actively collect information on ongoing contingency operations.

c. Analyze the data collected to identify key issues and provide recommendations in JLLIS for:

(1) Immediate action and feedback to improve ongoing operations.

(2) Longer term actions for the transformation of the U.S. Armed Forces.

d. Ensure that lessons learned are appropriately documented in JLLIS to turn lessons into actions, improve joint operations, enhance training, and accelerate transformation.

3. Objectives. Specific objectives for the (Supporting Organization) team are to:

a. Provide immediate feedback to improve joint operations and provide information for transformation efforts of the U.S. Armed Forces.

(1) Identify joint lessons that provide the opportunity for immediate impact and feedback into current operations.

(2) Recommend changes to military training, technology, procedures, and organization to take full advantage of the key strategic/operational issues to improve future performance, methods, and concepts and to accelerate the transformation process.

(3) Integrate information from other agencies (Service lessons learned, historical detachments, combat camera, etc.) inside and outside the AOR to gain synergy and eliminate redundant efforts.

b. Recommend refinements to the process and methodology for joint lessons learned.

#### 4. Release Authority.

a. All information collected shall be appropriately classified. Collected observations are considered protected information until vetted by the (Supporting Organization) and CDR (YZCOM). Once vetted and approved by the CDR (YZCOM) joint lessons products shall be given the widest possible distribution to DOD, Interagency, and multinational organizations consistent with security requirements.

b. Release of vetted “quick win” joint lessons and recommendations that can improve ongoing operations shall be communicated to CDR (YZCOM) upon approval of (Supporting Organization).

#### 5. Responsibilities and Relationships.

a. (Supporting Organization).

(1) Forward-deployed elements from (Supporting Organization) shall have a collection plan based on focused areas of interest. (Supporting Organization) shall solicit focused areas of interest from CDR (YZCOM) and other appropriate agencies.

(2) Pass tactical control (TACON) to CDR (YZCOM) for all team personnel upon arrival in the (YZCOM) AOR.

(3) Provide administrative and logistic support for the collection, analysis and storage of all data. Local transportation in and around the forward-deployed duty locations shall be at the expense of the supporting organization.



(4) Ensure that all team members sign a statement of nondisclosure.

(5) Provide personnel to support collection efforts.

b. (Supporting Organization) collection team members will:

(1) Work in-theater to collect information from the current contingency and to recommend timely actions.

(2) Deploy to component headquarters and other headquarters within the (YZCOM) AOR to be determined mutually between (Supporting Organization) and (YZCOM).

(3) Identify a team leader/single point of contact for CDR (YZCOM).

(4) Possess a valid and current security clearance IAW requirements to gain access to required areas and programs deemed necessary by CDR (YZCOM).

(5) Adhere to all force protection measures and requirements as defined by applicable (YZCOM) regulations and policies.

c. CDR (YZCOM) will:

(1) Receive TACON of all team members from (Supporting Organization) upon their arrival in the (YZCOM) AOR.

(2) Coordinate a mutually agreed upon timeline for the dispatch of (Supporting Organization) teams to component and other HQs within the (YZCOM) AOR.

(3) Indoctrinate all necessary collection personnel into selected SCI programs as deemed necessary by applicable approving authorities.

(4) Provide workspace facilities in-theater for collection team personnel and processes.

(5) Assist the collection team with establishing required communications connectivity and access to existing in-theater databases relevant to collection efforts.

(6) Provide billeting for collection team members.

20 April 2012

(7) Provide in-theater transportation to support the mission, as required, on a space "A" basis and subject to approval by applicable command authority.

(8) Provide a single point of contact for team liaison and support.

6. Effective Date. This TOR is effective upon signature by CDR (YZCOM) and (Supporting Organization) and shall be reviewed for revision on a semiannual basis. Only CDR (YZCOM) and (Supporting Organization), or their designated representatives, shall approve and coordinate modifications or amendments to this document.

Commander	NAME
Commander, U.S. (YZCOM)	Rank, Service
Organization	Position
Date:	Date:

ENCLOSURE D

REFERENCES

- a. CJCSM 3150.25 Series, "The Joint Lessons Learned Program"
- b. CJCSI 3500.01 Series, "Joint Training Policy and Guidance for the Armed Forces of the United States"
- c. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States"
- d. DODI 3020.47, 29 January 2009, "DOD Participation in the National Exercise Program (NEP)"
- e. DOD Directive 5220.22, 18 March 2011, "National Industrial Security Program (NISP)"
- f. DODI 8110.1, 6 February 2004, "Multinational Information Sharing Networks Implementation"
- g. Executive Order 13526, 5 January 2010, "Classified National Security Information"
- h. DODD 8500.01E, 24 October 2002, certified current as of 23 April 2007, "Information Assurance (IA)"
- i. DODD 4630.05, 5 May 2004, certified current as of 23 April 2007, "Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS)"
- j. DODI 4630.8, 30 June 2004, "Procedures for Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS)"
- k. CJCSI 6212.01 Series, "Interoperability and Supportability of Information Technology and National Security Systems"
- l. DODD 8320.02, 2 December 2004, certified current as of 23 April 2007, "Data Sharing in a Net-Centric Department of Defense"
- m. DODI 8500.2, 6 February 2003, "Information Assurance (IA) Implementation"

- n. SG(2008)0806 INV, 31 October 2008, “NATO Lessons Learned Policy”
- o. CJCSI 3170.01 Series, “Joint Capabilities Integration and Development System”
- p. DODD 7045.20, 25 September 2008, “Capability Portfolio Management”
- q. CJCSI 5120.02 Series, “Joint Doctrine Development System”
- r. CJCSI 1800.01 Series, “Officer Professional Military Education Policy (OPMEP)”
- s. CJCSI 1805.01 Series, “Enlisted Professional Military Education Policy (EPMEP)”
- t. Joint Publication 1-02, 15 October 2011, current edition, “Department of Defense Dictionary of Military and Associated Terms”
- u. Joint Publication 5-0, 11 August 2011, “Joint Operations Planning”
- v. Joint Publication 3-09.3, 8 July 2009, “Close Air Support”
- w. Joint Publication 3-08, 24 June 2011, “Interorganizational Coordination During Joint Operations”

## GLOSSARY

### PART I -- ABBREVIATIONS AND ACRONYMS

AAR	after action report, after action review
ACO	Allied Command Operations
AO	action officer
AOR	area of responsibility
CE2T2 Transformation	Combatant Commander Exercise Engagement and Training
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CoP	community of practice
CPM	Capability Portfolio Manager
CSA	combat support agency
DJ-7	Director for Joint Force Development, Joint Staff
DJS	Director, Joint Staff
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
GO/FO/SES	General Officer/Flag Officer/Senior Executive Service
IAW	in accordance with
ILLC	International Lessons Learned Community
J-7	Joint Staff Directorate for Joint Force Development
J-7 JCW	Joint Staff Directorate for Joint Force Development Joint Coalition and Warfighting
J-7 S&P and Policy	Joint Staff Directorate for Joint Force Development Strategy
JALLC	Joint Analysis and Lessons Learned Centre
JCIDS	Joint Capabilities Integration and Development System
JCW	Joint & Coalition Warfighting
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
JLLS	Joint Lessons Learned Specialist
JLM	joint lesson memorandum
JP	joint publication
JS	Joint Staff
JTIMS	Joint Training Information Management System
JTS	Joint Training Specialist
LL GOSC	Lessons Learned General Officer Steering Committee
LM	lessons manager
NATO	North Atlantic Treaty Organization
NEP	National Exercise Program

NGB	National Guard Bureau
OCR	Office of Collateral Responsibility
OPR	office of primary responsibility
OSD	Office of the Secretary of Defense
POC	point of contact
SACT	Supreme Allied Commander Transformation
SCI	sensitive compartmented information
SecDef	Secretary of Defense
SME	subject matter expert
TACON	tactical control
TOR	terms of reference
U.S.	United States
USCG	United States Coast Guard
USG	U.S. government
JLLWG	Joint Lessons Learned Working Group

## PART II – DEFINITIONS

Unless otherwise stated, these terms and their definitions are for the purpose of this instruction only.

active collection. Consists of activities specifically generated to collect information on specific operations, training events, or other activities and is conducted on scene through direct observation, interviews, surveys, and collection of focused information.

after action report. A summary report which identifies key observations and how to correct deficiencies, sustain strengths, and focus on performance of specific mission essential tasks. Also called AAR.

best practice. A non-doctrinal tactic, technique, or procedure that is in current field use and has been critically considered in light of the local situation and capabilities prior to implementation, and appears to be worthy of replication.

combat support agency. A Department of Defense agency so designated by Congress of the Secretary of Defense that supports military combat operations. Also called CSA. (JP 1-02, SOURCE JP 5-0)

direct support. A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. (JP 1-02, SOURCE JP 3-09.3)

general support. That support which is given to the supported force as a whole and not to any particular subdivision thereof. (JP 1-02, SOURCE JP 3-09.3)

General Officer Steering Committee. A General Officer/Flag Officer/Senior Executive Service executive steering committee that determines final disposition on issues forwarded by lower level review boards; provides advice and direction on the integration of critical issues across the spectrum of doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF); and directs key staff elements or proponents to take corrective action or implement successes into plans of instruction. Also called GOSC.

interagency. U.S. government agencies and departments, including the Department of Defense. (JP 1-02, SOURCE JP 3-08)

issue. An observed, analyzed, interpreted, and evaluated shortcoming, deficiency or problem that precludes performance to standard and requires resolution-focused problem solving.

Joint Lessons Learned Information System joint community of practice. The Joint Lessons Learned Information System joint community of practice is established to facilitate the communication and exchange of information between different organizations with like responsibilities, concerns, or issues. Also called JLLIS CoP.

joint lesson memorandum. A tool that may be used by organization leadership to inform the Joint Staff of critical lessons requiring Joint Staff analysis and resolution. Also called JLM.

lessons. Validated observations, issues, recommendations, and best practices from the validation phase which summarize a capability, concept, process, procedure, to be sustained, improved or developed; or a capability shortfall requiring corrective action.

lesson learned. An evaluated insight that improves military operations or activities at the strategic, operational, or tactical level and results in an internalized change to an individual or an organization.

observation. The information gleaned from noting or recording comments on an event from the perspective of the person(s) that saw it.

passive collection. Activities not limited by time, location, personnel training, or event that consist of collecting and reviewing information from outside sources.