



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

IN REPLY REFER TO
OPNAVINST 3500.37C
COMNAVWARDEVCOM (N5)

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OPNAV INSTRUCTION 3500.37C

From: Chief of Naval Operations
To: All Ships and Stations (less Marine Corps field,
addressees not having Navy personnel attached)

Subj: NAVY LESSONS LEARNED SYSTEM (NLLS)

Ref: (a) OPNAVINST 5401.6K, Naval Forces Tactical Development
and Evaluation Program dtd 17 Dec 93
(b) CJCSI 3150.25, Joint After Action Reporting System
(JAARS), dtd 25 Aug 97 (NOTAL)
(c) OPNAVINST 3500.38, Universal Naval Task List (UNTL)
Ver 1.0, dtd 30 Sep 96
(d) Navy Tactics, Techniques, and Procedures (NTTP) 1-01
(NOTAL)
(e) ONI-1200-003-98, Fleet Intelligence Collection Manual
dtd 27 Apr 98 (NOTAL)

Encl: (1) Written Submission Formats for Lessons Learned, Summary
Report, and Port Visit Report.
(2) Feedback Cycle of a Typical Lessons Learned/Summary/PVR
Report Submission
(3) Subject Matter Expert (SME) Command General Listing
(4) Remedial Action Program (RAP)

1. Purpose. To establish the Navy Lessons Learned System (NLLS) as
the singular Navy Program for the collection, validation, and
distribution of unit feedback as well as the correction of problems
identified and derived from fleet operations, exercises and
miscellaneous events. This instruction is a substantial revision and
should be reviewed in its entirety.

2. Cancellation. OPNAVINST 3500.37B.

3. Background. The Navy Lessons Learned System is the Navy's process
for the collection and dissemination of all significant Lessons
Learned (LL), Summary Reports, and Port Visit Reports (PVR) from
maritime operations (references (a) through (e) pertain). This
feedback includes lessons that identify problem areas, issues, or
requirements, and, if known, suggested corrections to those
deficiencies. Lessons may contain pertinent information concerning
doctrine, tactics, techniques, procedures (TTP), and systems, or
comment on a general document or process. Lessons may address the
creation, update, or cancellation of existing doctrine, policy,
organization, training, education, equipment or systems. Imbedded
within NLLS is the Remedial Action Program (RAP). The RAP process in

each theater identifies and tracks actions to correct deficiencies or shortcomings in existing doctrine, TTP, policy, organization, training, education, equipment or systems. Navy Warfare Development Command (NAVWARDEVCOM) posts the status of theater RAP actions on the NAVWARDEVCOM SIPRNET and NLL CD-ROM set. NLLS utilizes the Universal Naval Task List (UNTL) to flag all validated lessons learned with the corresponding task(s).

4. Program Concepts and Relationships

a. Functional Purpose. NLLS provides information that applies directly to fleet operations including tactical or system deficiencies, system performance and observations that others have found beneficial to conducting operations and exercises. Users may conduct data search and retrieval online at the NAVWARDEVCOM SIPRNET Knowledge Portal or via the NLL CD-ROM set. The overall purpose of the system is to provide the Navy with an efficient means of identifying tactical and system deficiencies, tracking the resolution of these deficiencies, and propagating proven solutions to the fleet. Thus, a commander who encounters a problem during an operation can search the database to determine if it has happened in the past and how it was resolved. Perhaps the most important benefit of the system is the opportunity to learn lessons once.

b. Database. The NLLDB contains validated feedback and current status on data classified up to and including Secret (the entire NLLDB is contained on a classified disk); unclassified only NLLDB data is also available on a separate CD. Both the NLLDB and Navy Instructional Input Program (NIIP) are distributed on the NLL CD-ROM. All fleet units are on distribution. Units that have access to the Secret Internet Protocol Network (SIPRNET) can access the entire NLLDB at the Navy Warfare Development Command Knowledge Portal (<http://www.nwdc.navy.smil.mil>). For additional information, commands should contact the Navy Warfare Development Command, NLLS Project Manager at DSN 948-1126/7 or commercial 401-841-1126/7.

c. Relation to Tactical Development and Evaluation (TAC D&E). Reference (a) discusses the TAC D&E program in detail. NLLS supports the TAC D&E program by providing a source of tactical lessons learned for development into Doctrine, Tactics, Techniques, and Procedures, or for improving naval and joint operations of current combat systems including systems approaching initial operational capability.

d. Relation to Joint Systems. The NLLS is not a replacement for the Joint Chiefs of Staff (JCS)-sponsored Joint After Action Reporting System (JAARS) established by reference (b). The JAARS system was established primarily to identify areas of joint concern that requires some form of corrective action (usually by senior staffs) and to ensure that requisite remedial actions were completed. If the subject matter is a single service concern, it will not normally be tracked by the Joint Center for LL. The NLLS, on the other hand, is concerned with sharing operational and tactical information to allow naval units

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to benefit from mutual experiences. The two systems therefore serve different functions but complement each other. The NIIP software allows direct exportation into the Joint database format. Therefore, Navy commands use NIIP as the sole software for the submission of Joint-related lessons learned. Lessons learned that address both Joint and Navy issues do not require the lessons to be written twice; theater Management Sites have the capability to download Navy lessons learned to the Joint network when appropriate.

e. Allied Navy Participation. The NLLDB is not available for use by naval forces of U.S. Allies; however, the NATO Instructional Input Program (IIP) is provided to Allied commands in order to submit lessons learned to a U.S. operational or exercise commander for inclusion in the NLLDB or to the NATO equivalent under the Director, Permanent Analysis Team (DIRPAT) in Northwood, UK. In the event that an Allied unit is unable to use the NATO-IIP software, the "Lessons Learned/Summary Report/Port Visit Report Written Submission Format" as prescribed in enclosure (1) may be used.

5. Program Reports and Objectives. The following govern the design and operation of the NLLS:

a. Lessons Learned and Summary Reports. Lessons Learned serve to record specific experience gained or issues noted during an exercise or operation, while Summary Reports provide an overall picture of the objectives and a quick look of the details of the event. They are referred to as an After Action Report (AAR) when combined per reference (b), and contain information that expressly and specifically contributes to the Navy's established body of knowledge. Submissions should reflect "value added" to existing policy, doctrine, TTP, organization, training, education, systems or equipment. To qualify, a submission to the Navy Lessons Learned Data Base (NLLDB) must meet one or more of the following criteria:

(1) Provide an innovative technique or procedure that successfully accomplishes the task.

(2) Identify problem areas, issues or requirements and, if known, recommends solutions.

(3) Contribute new information on existing or experimental TTP, policy or doctrine.

(4) Provide information of interest in planning, execution, application or employment of an organization, system, process, or procedure (e.g., theater operating directives, pre-deployment preparation requirements, scheduling considerations, procedure/system checklists, port visits or canal transit preparation, etc.)

NOTE: Lessons that reveal shortcomings in existing doctrine or TTP are the most valuable to the fleet. Simply restating or paraphrasing

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existing Doctrine, TTP, etc. does not qualify as appropriate and bona fide lessons learned.

b. Objectives

(1) Provide the Navy with a low-cost feedback process and database management system to gather, collate, and disseminate Navy-specific lessons learned, Summary Reports, and Port Visit Reports.

(2) Provide a responsive method for identifying deficiencies and initiating corrective action in the areas of policy, organization, training, education, equipment, doctrine, TTP or systems.

c. Submission Process. Enclosure (2) summarizes the procedures followed for the submission and review of Lessons Learned, Summary Reports and Port Visit Reports.

6. Program Elements. The Fleet utilizes the following elements to accomplish the objectives of the NLLS:

a. Organization

(1) Fleet Users. All Navy commands that generate or use Lessons Learned/Summary Reports/After Action Reports/Port Visit Reports.

(2) Fleet Management Sites (FMS). Fleets and Commander U.S. Naval Forces Central Command (COMUSNAVCENT) or their designated representatives are the NLLS Management Sites. Each is responsible for the processing of LL for their subordinate commands, maintaining component parts of the Navy Lessons Learned Database (NLLDB), identifying feedback with associated RAP actions, and forwarding feedback data to the NAVWARDEVCOM central site for input into the NLLDB. Management Sites exercise primary quality control over NLLS submissions, validate new Lessons Learned/Summary Reports/PVRs, and review the database for currency and quality. The theater Management Sites and/or the Central Site have approval authority for all data entered into the NLLDB. Management Sites implement and oversee their theater RAP process.

(3) Subject Matter Experts (SMEs). SMEs are those commands recognized as having extensive knowledge and experience in particular warfare areas or operations. SMEs provide theater commanders/staffs with additional support for resolution of RAP issues and for validation of LL as required. A general listing of SMEs (not all inclusive) for NLLS is provided as enclosure (3). SMEs review the NLLDB and RAP items and provide feedback.

(4) Program Director/Program Administrator. Commander, Navy Warfare Development Command (COMNAVWARDEVCOM), as the NLLS Program Director, administers the NLLS contract, and ensures the direction, policy, and procedures established by the Chief of Naval Operations

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(CNO) are followed and accomplished. As the Program Administrator, NAVWARDEVCOM maintains the NLLS Central Site, which is responsible for database management and distribution via the most appropriate media. The Naval War College (NAVWARCOL) support activities provide technical support for the NLL system.

(5) NLLS Executive Steering Committee (NLLS ESC). The NLLS Executive Steering Committee meets annually and is responsible for advising the NLLS Program Director, NAVWARDEVCOM, and other Steering Committee members on overall NLLS policy, procedures, guidelines and status of RAP actions. The committee is chaired by NAVWARDEVCOM and includes representatives from Commander in Chief, U.S. Atlantic Fleet (CINCLANTFLT), Commander in Chief, U.S. Pacific Fleet (CINCPACFLT), Commander in Chief, U.S. Naval Forces Europe (CINCUSNAVEUR), Commander, U.S. Naval Forces Central Command (COMUSNAVCENT), and numbered fleet commanders as members. Marine Corps Combat Development Command (MCCDC), Headquarters, U.S. Coast Guard, and the Navy Centers of Excellence are non-voting Steering Committee members.

(6) Theater/Management Site Remedial Action Program (RAP) Working Group. RAP working groups consist of senior leadership and appropriate Subject Matter Experts from that respective theater. The RAP Working Group at the Management Site level identify, review, and create courses of action to resolve theater RAP issues. Each RAP Working Group further determines responsibility, additional support requirements, and final closure of RAP items. All theater RAP items are forwarded to the NAVWARDEVCOM Central Site for inclusion in the NLLDB and tracking. The NLLS ESC representatives (O-4 to O-6) brief the significant theater RAP items/status at each annual meeting.

7. Remedial Action Program. Detailed information concerning the RAP organization and responsibilities is provided as enclosure (4).

8. Actions and Responsibilities. The following organizations have responsibility for development and evaluation of information within NLLS:

a. Office of the Chief of Naval Operations (OPNAV). Resource sponsor for Navy Lessons Learned System is CNO (N09B).

b. NAVWARDEVCOM

(1) Act as Program Director and Administrator for the CNO.

(2) Chair and participate as voting member of the NLLS ESC. Act as recorder, and direct the administrative functions of this committee.

(3) Establish and implement procedures to support the NLLS database for general distribution throughout the Navy on the appropriate media.

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(4) Exercise Navy cognizance over accessing, exchanging and distributing information to lessons learned systems outside the Navy.

(5) Coordinate with the OPNAV staff (N5) on all issues involving the NLLS and its interaction with the Joint Lessons Learned Process.

(6) Support the Remedial Action Program (RAP). Maximize the use of the NAVWARDEVCOM Knowledge Portal to ensure a dynamic feedback process.

(7) Coordinate with Joint Staff (J-7 EAD) and other Services to ensure compatibility between the NLLS, Joint, Allied, and service-specific lessons learned systems.

(8) Collect lessons learned from each Fleet Management Site; ensure consistency of terminology between agencies.

(9) With the contract support of the NAVWARCOL Technical Publications Branch, distribute the database regularly via CD-ROM media.

(10) Maintain responsibility for technical and software development/documentation of the Navy Instructional Input Program (NIIP), Joint Instructional Input Program (JIIP), or Lessons Learned Management Site (LLMS) software; support NLL derivative products, technical operations, maintenance, and training.

(11) Review the NLLDB prior to updating or initiating any published TTP or Doctrine. See reference (d) for guidance and details.

(12) Ensure validated Lessons Learned and Summary Reports from NAVWARCOL War Games, Fleet Battle Experiments, and other events are submitted in the correct NIIP format and are approved for inclusion into the database.

c. FLEETs and COMUSNAVCENT

(1) Designate a representative or act as Fleet Management Site.

(2) Implement NLL ESC Steering Committee policy and procedures throughout the fleet.

(3) Ensure fleet users submit Lessons Learned, Summary Reports, and Port Visit Reports in the correct NIIP format and are validated prior to inclusion into the database.

(4) Assign UNTL/UJTLs, RAP status, and other required information for each submitted LL/Summary Report/PVR.

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(5) Include appropriate remarks on specific actions taken to resolve, clarify, or update a RAP item in the COMMENTS section of the lesson and in the RAP Status windows of the Lessons Learned Management Site (LLMS) software.

(6) Forward RAP lessons learned data directly to the NAVWARDEVCOM Central Site for general processing and posting. Contact the subject matter experts (enclosure (3)) if a lesson addresses a subject that requires additional staffing to properly review the lesson and provide appropriate feedback.

(7) Exercise final approval authority of all LL/Summary Reports or PVRs forwarded for inclusion in the NLLDB that are generated within each theater of operations.

(8) Review/update of LL/Summary Reports or PVRs is a theater responsibility. Annual review of each LL/Summary/PVR is not required, but encouraged. All LL in the Active database are moved to the Inactive database after 2 years unless otherwise determined by each Fleet Management Site. The FMS, upon final review of lessons should annotate the file with an explanation of why it was placed in the Inactive database. All Inactive lessons are viewable on the NAVWARDEVCOM SIPRNET Knowledge Portal or on the NLL CD-ROM set.

(9) Establish a RAP Working Group to:

(a) Review potential deficiencies, define problems, and develop plans for resolution.

(b) Forward RAP items/LL to NAVWARDEVCOM for input into the NLLDB.

(10) Ensure that LL/Joint After Action Reports (JAARs) received by management sites that identify areas of joint concern are forwarded/processed into the Joint database.

(11) Participate as voting members of the NLLS Executive Steering Committee.

d. Numbered Fleet Commanders

(1) Designate a staff officer as the primary NLL point-of-contact with the collateral responsibility to review and identify pertinent LL/information for units prior to significant deployments, operations, or exercises. State specific LL ID numbers for fleet reference where feasible.

(2) Participate as voting members of the NLLS Executive Steering Committee.

(3) Participate in the theater RAP Working Group process to ensure optimal corrections of identified fleet deficiencies.

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(4) Ensure all deployers are trained in lessons learned creation, submission, and retrieval procedures.

(5) Numbered fleet commanders may be delegated authority for the execution of items outlined in paragraph 8c in support of their theater commander.

e. Subject Matter Experts (SMEs)

(1) Assign a staff officer with the collateral responsibility to review and identify pertinent LL/RAP information for units prior to significant deployments, operations, or exercises.

(2) Review the NLLDB prior to updating or initiating any published TTP or Doctrine.

(3) Participate in the NLLS Steering Committee review and improvement process.

(4) Research and provide feedback to each theater RAP Working Group concerning RAP issues of fleet interest. Ensure corrective measures are properly defined and implemented or brought to the attention of the appropriate command for final resolution. The NAVWARDEVCOM SIPRNET RAP Knowledge Portal will be the primary media for RAP documentation and status. Online annotation of LL/RAP items is available and encouraged.

(5) Review LL in the Active LLDB on a regular basis. Identify LL by ID number and provide recommendations to theater NLL site managers as to status and/or validity. Theater staffs will make final determinations of LL status (Active/Inactive).

f. All NLL Users

(1) Any fleet user may originate LL/Summary Reports/PVRs using the Navy Instructional Input Program (NIIP) software found on the NAVWARDEVCOM SIPRNET web page or on the NLL CD-ROM set. Online annotation of existing LL/RAP items is also encouraged.

(2) Forward LL/Summary Reports for approval and inclusion in the database via the originator's Immediate Superior in Command (ISIC) to the appropriate theater Management Site. ISICs consolidate LL and validate/modify the data, ensuring criteria for submission of the LL is satisfied. ISICs forward inputs via the chain of command to the appropriate Management Site. Submit all LL using the NIIP/JIIP or other derivative LL software. Though guidance is provided within each NIIP text window to aid in filling out these fields correctly, no requirement exists to populate each field. The NIIP fields are all free text and may be used as the submitter best determines to convey the information.

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(3) Online submission templates for LL/Summary Reports/PVRs are provided at the NAVWARDEVCOM Knowledge Portal (www.nwdc.navy.smil.mil) for those occasions when the initial collection and submission of lessons learned could best be accomplished via this format.

(4) If a reference source, Power Point presentation, supporting documentation, or graphic illustration (picture, chart, graph) exists which expands on information contained within a particular LL, forward it separately to the NAVWARDEVCOM Central Site for inclusion on the NAVWARDEVCOM/NLLS SIPRNET Knowledge Portal.

(5) Prior to every operation or exercise, search the NLLDB and review all LL/Summary Reports to prevent repetitive errors.

9. Navy Instructional Input Program (NIIP)

a. LL are created with a software input program titled the Navy Instructional Input Program (NIIP). NIIP complies with both Navy and JCS after action reporting requirements and is the single software program for submitting Navy LL/Summary Reports/PVRs to the NLL database. Summary Reports may stand-alone or be part of an after action report which would include pertinent LL.

b. Navy commands use NIIP to submit feedback via their ISIC, including LL/Summary Reports (or complete JAARS) in reference to joint requirements or issues that are submitted per JCS requirements. A Joint software version, JIIP, may also be used when in support of Joint operations. Both software packages are fully compatible.

c. Submit-NIIP generated LL by United States Message Text Format (USMTF) GENADMIN message, using the message generation menu option available in the NIIP program. Alternatively, e-mail an exported NIIP ASCII file via NIPRNET/SIPRNET to the respective Management Site via the ISIC.

d. When feasible, identify the assigned tactical level task (defined in reference (c)) to conduct the evolution, exercise, event, and/or operation. See reference exercise or operational directives for appropriate assignments.

e. Identify, when possible, a specific, accountable action on the part of a cognizant Navy command to create, update, modify, clarify, or cancel all or a portion of an applicable reference source (i.e., NWP, NTP, TACMEMO/EXTAC, naval instructions, ATP, MTP, ship SORMS, equipment SOPs, etc.).

f. The NIIP software program is available on the NLL CD ROM and the NAVWARDEVCOM SIPRNET Knowledge Portal.

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10. Recommendations. Submit recommendations concerning NLLS to Commander, Navy Warfare Development Command, Sims Hall, N5, (Attn: NLLS), 686 Cushing Road, Newport RI, 02841-1207.

11. Report. The reporting requirements contained in paragraph 8 are exempt from reports control per SECNAVINST 5214.2B.



G. L. TALBOT, JR.
Rear Admiral, U.S. Navy
Director, Navy Staff

Distribution:
SNDL Parts 1 and 2

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WRITTEN SUBMISSION FORMAT FOR LESSONS LEARNED, SUMMARY REPORT,
AND PORT VISIT REPORT.

LESSONS LEARNED, WRITTEN SUBMISSION FORMAT

1. Overall Classification:
2. Operation/Exercise (OPEX) name:
3. Observation Date:
4. Title:
5. Observation:
(Enter a short factual description of the observed issue or problem and the results of dealing with it).
6. Discussion:
(The discussion amplifies the observation statement and answers the "who, what, where, when, why, and how" questions about the observation).
7. Lessons Learned:
(The LL describes the positive action that was taken, or the local, or temporary solution to the problem or issue identified; it suggests a new way for doing something, or a way of doing something in spite of the problem (i.e., new tactic utilized; new procedure; new equipment setting)).
8. Recommended Action:
(Make a statement on how to repeat your success or permanently correct the problem, and who should make the correction. The LL could require new or modified publications, procurement of new equipment, changing force structure, revising command relationships, improving training, etc.).
9. Comments:
(Submitting and Reviewing Commands may enter comments as necessary).
10. Submitting Command:
11. Observer Name/Rank: Tel: E-mail:

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SUMMARY REPORT, WRITTEN SUBMISSION FORMAT

Note: A Summary Report may stand-alone or be part of an after action report (AAR) which would then include the pertinent LL.

1. Overall Classification:
2. Operation/Exercise (OPEX) name:
3. Title: Summary - XXXXX (include OPEX name)
4. General Description
(Include overall summary of significant events, predominant LL and overall recommendations).
5. Dates:
(Entire OPEX duration or individual segments)
6. Location of operation or exercise:
(Significant geographical location(s), include country)
7. Location of personnel:
(Significant geographical location(s), include country)
8. Objectives:
(Include UNTLS/UJTLS and/or objectives if known and assessment of completion).
9. Limitations:
(Define limitations and add recommendations/solutions as appropriate).
10. Major Participants: (All units)
11. Submitting Command:
12. Observer Name/Rank: Tel: E-mail:

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PORT VISIT REPORT (PVR), WRITTEN SUBMISSION FORMAT

See reference (e), Fleet Intelligence Collection Manual, Chapter 21 for full outline and details to complete a PVR. Many of these items may be optional. The NIIP software utilizes the existing LL format and provides the boilerplate per this guidance to ensure correct PVR data entry into the NLLDB.

OBSERVATION Field

1. PORT VISIT SUMMARY

- a. Name of Port
- b. Geographical Location
- c. Name of Vessel
- d. Name of Commanding Officer
- e. Date of Visit
- f. Time Zone

2. NAVIGATIONAL INFORMATION

- a. Description of Port
- b. Approaches, lights, etc.
- c. Pilotage
- d. Entrance
- e. Channel
- f. Anchorages
- g. Wrecks and obstructions
- h. Tides and currents
- i. Weather and winds

DISCUSSION Field

3. BERTHING AND FACILITIES

- a. Mooring, docks, etc.
- b. Fuel, lube, and diesel oil
- c. Mechanical handling facilities
- d. Dry-docks and repair facilities
- e. Warehouses and storage facilities
- f. Stevedores
- g. Port capacity
- h. Road, rail, and steamer transportation

LESSONS LEARNED Field

4. SERVICES, LOGISTICS, AND OPERATIONS

- a. Lighterage
- b. Dredges and miscellaneous craft
- c. Water
- d. Airfields

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- e. Communications
- f. Medical
- g. Gasoline
- h. Provisions
- i. Garbage disposal

RECOMMENDATION Field

5. PERSONALIA

- a. Calls
- b. Honors

6. PORT VISIT INFORMATION

- a. General Information
- b. Liberty
- c. Clubs and bars
- d. Restaurants
- e. Hotels
- f. Athletics
- g. Beaches
- h. Churches
- i. Transportation
- j. Tours
- k. Shopping
- l. Theatre and movies
- m. Physical security
- n. Miscellaneous information

COMMENTS Field

Include additional comments as desired.

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FEEDBACK CYCLE FOR A TYPICAL LL/SUMMARY REPORT/PVR SUBMISSION

1. A Fleet unit submits NIIP formatted feedback in the form of a Summary Report or LL to their ISIC. Submit PVRs per guidance in reference (e). Submit items via NIIP naval message or electronic file(s). NAVWARCOL submit inputs to NLL Central Site in Newport.

2. ISICs review feedback for accuracy/correctness and forward to the theater NLL Management Site via NIIP naval message or electronic file(s). One site is available in each fleet theater as follows:

CINCLANTFLT NLLS Management Site, Norfolk, Virginia
CINCPACFLT NLLS Management Site, San Diego, California
COMUSNAVCENT/COMFIFTHFLT NLLS Management Site, Tampa, Florida
or Bahrain
CINCUSNAVEUR/COMSIXTHFLT NLLS Management Site, Gaeta, Italy
COMSEVENTHFLT NLLS Management Site, Yokosuka, Japan

Note: the NLL Central Site is located under NAVWARDEVCOM in Newport, Rhode Island.

3. The NLLS Senior Data Analyst at each Management Site will process and route fleet submissions to key staff/SMEs for validation and approval for entry into the NLLDB. LL/Summary Reports/PVRs remain in the Active database until determined by the theater or SMEs to be invalid, corrected, or no longer pertinent to current Navy process or procedures. At this point, but no later than 2 years after the entry date, the input will be moved to the Inactive database with a brief explanation added to the "Comments" field.

4. Upon validation by military/government SME, submissions will be forwarded to the NLL Central Site for final processing, weekly uploading onto the NAVWARDEVCOM SIPRNET Knowledge Portal (www.nwdc.navy.smil.mil) and addition to the quarterly NAVWARDEVCOM NLL CD-ROMs. Units can access this data via either media. Online annotation of professional comments on each LL/Summary Report/PVR or RAP item within the NLLDB is available and encouraged to enhance the exchange of knowledge.

5. This feedback cycle is continuous and effective worldwide. The NLL database contains Summary Reports and LL (complete AARs as well) that meet JCS reporting standards and are fully compatible with Joint, USMC, USAF, and USCG feedback systems. PVRs are contained in the NLLDB for timely access.

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SUBJECT MATTER EXPERT (SME) COMMANDS GENERAL LISTING

| <u>Command</u> | <u>Area of Expertise</u> |
|---|--------------------------|
| Chief, Bureau of Medicine and Surgery | Medical |
| Chief of Naval Operations | Navy policy/programs |
| Chief of Naval Personnel | Personnel |
| Chief of Naval Education and Training | Education/Training |
| Commander, Afloat Training Group Atlantic | Ship combat systems |
| Commander, Helicopter Antisubmarine Light Wing Atlantic/Pacific | LAMPS systems/tactics |
| Commander, Military Sealift Command | Combat logistics |
| Commander, Mine Warfare Command | Mine warfare |
| Commander, Naval Air Force Atlantic/Pacific | Platforms/systems |
| Commander, Naval Air Systems Command | Air systems/programs |
| Commander, Naval Safety Center | Risk management/safety |
| Commander, Naval Sea Systems Command | Ship systems/programs |
| Commander, Naval Supply Systems Command | Supply/logistics |
| Commander, Naval Surface Force Atlantic/Pacific | Platforms/systems |
| Commander, Navy Warfare Development Command | Navy doctrine/tactics |
| Commander, Operational Test and Evaluation Force | Developmental systems |
| Commander, Patrol and Reconnaissance Force Atlantic/Pacific | Undersea warfare/recon |
| Commander, Space and Naval Warfare Systems Command | Warfare system/program |
| Commander, Submarine Development Group Twelve | Submarine tactics |
| Commander, Submarine Force Atlantic/Pacific | Platforms/systems |
| Commander, Surface Warfare Development Group | Surface warfare/tactic |
| Commander, Undersea Surveillance | Undersea surveillance |
| Director, Office of Naval Intelligence | Intelligence |
| Program Executive Officer, Air ASW, special mission programs | |
| Program Executive Officer, Air ASW Assault and Special Mission Programs | |
| Program Executive Officer, Carriers, littoral, aux ships | |
| Program Executive Officer, Carriers Littoral Warfare and Auxiliary Ships | |
| Program Executive Officer, Cruise Missiles and Joint Unmanned Aerial Vehicles | Cruise missiles, UAV |
| Program Executive Officer, Mine Warfare | Mine warfare programs |
| Program Executive Officer, Space Communications and Sensors | Space programs |
| Program Executive Officer, Strategic Systems Programs | Strategic programs |
| Program Executive Officer, Submarines | Submarine programs |
| Program Executive Officer, Surface Combatants Aegis Program | Aegis program |
| Program Executive Officer, Tactical Aircraft Programs | Tactical air programs |
| Program Executive Officer, | Air defense programs |

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| | |
|---|------------------------|
| Theater Air Defense | |
| Program Executive Officer, Undersea Warfare | Undersea warfare |
| Aegis Training and Readiness Center | Aegis combat system |
| Electronic Combat Weapons School | Electronic warfare |
| Expeditionary Warfare | Expeditionary warfare |
| Training Group Atlantic/Pacific | |
| Fleet Antisubmarine Warfare Training Center | Undersea warfare |
| Fleet Combat Training | Combat systems/tactics |
| Center Atlantic/Pacific | |
| Fleet Information Warfare Center | Information warfare |
| Mine Warfare Training Center | Mine warfare |
| Naval Strike and Air Warfare Center | Strike/air warfare |
| Surface Warfare Officers School Command | Surface warfare |
| Tactical Training Group Atlantic/Pacific | Battle group tactics |
| Commander, Carrier Group One/Four | Battle group tactics |
| Commander, Naval Special Warfare Command | Naval special warfare |
| Commander, Naval Special | Naval special warfare |
| Warfare Development Group | |

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REMEDIAL ACTION PROGRAM (RAP)

1. Organization and Responsibilities. The Remedial Action Program is administered by individual theater RAP Working Groups with the support of fleet-wide SMEs.

a. CINCLANTFLT/CINCPACFLT/CINCUSNAVEUR/COMUSNAVCENT NLLS RAP Working Groups. Theater RAP Working Group(s) have overall responsibility for the theater RAP process including the identification of issues/LL to be worked as RAP items, RAP item tracking and annotation, LL update and formal RAP closure. A designated representative in each theater will chair the RAP Working Group. Normally RAP Working Groups will consist of available senior leadership from each theater, including Fleet/Type Commander representatives, SMEs, and any others deemed necessary. RAP Working Group Charters will be issued and the RAP Working Group process defined by local instruction.

2. Definion of a RAP item. LL and/or Summary Reports that reflect a deficiency or shortcoming in existing doctrine, policy, organization, training, education, equipment or systems, which require some action to correct are addressed through the RAP process. RAP items that affect more than one theater of operations or items outside the purview of an individual commander are handled by each theater RAP Working Group with the support and assistance of fleet SMEs. The RAP's purpose is to resolve deficiencies identified though the LL/Summary Report process to the greatest extent possible or at a minimum, ensure that the appropriate agency or command is aware of the deficiency and can give it due consideration in future decision making. LL issues that are effectively being addressed by an existing program or process do not qualify for assignment and RAP items.

3. Information flow within RAP

a. With support of each theater NLL Senior Data Analyst, identify LL/Summary Reports as potential RAP items though the theater validation process.

b. Theater RAP Working Groups shall review/validate potential RAP LL/Summary Reports, determine best course of action(s) (COA), and actively pursue corrective measures.

c. Each theater will provide RAP status to the NAVWARDEVCOM Central Site via the LLMS file export process. All theater RAP items are tracked and formally closed out. Detailed comments that explain the resolution process or status shall be made regularly by the Senior Data Analyst in the RAP tab of the LLMS and in the individual LL "Comments" section. This should continue until the RAP item is formally closed out by each theater RAP Working Group.

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d. SME support is available to determine best COA and appropriate action agency.

e. All open RAP actions and status are maintained on the NAVWARDEVCOM SIPRNET Knowledge Portal (www.nwdc.navy.smil.mil) and NLL CDs. Online annotation of comments by SME/Fleet personnel of each RAP item to enhance the exchange of knowledge is available and encouraged.

f. The RAP process will function in a continuous cycle of input, analysis, corrective action, monitoring and feedback to the NLLS user. This feedback cycle will identify remedial action items through analysis of a LL, identify SMEs to assist with development of possible COA, and monitor the progress of corrective action(s); formally close out the Remedial Action item and annotate the results for inclusion in the NLLDB when the solution has been implemented or moved to a closed status.

4. RAP responsibilities

a. For RAP Items that reflect a tactical/procedural deficiency and require analytical support (contractor/Navy laboratory), a project request will be submitted through the chain of command for consideration by the TAC D&E Steering Committee in accordance with reference (a).

b. NAVWARDEVCOM Central Site will assist Fleet Management Site RAP Working Groups as feasible.