

**Army Regulation 11–33**

**Army Programs**

# **Army Lessons Learned Program**

**Headquarters  
Department of the Army  
Washington, DC  
14 June 2017**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 11–33

Army Lessons Learned Program

This expedite revision, dated 14 June 2017—

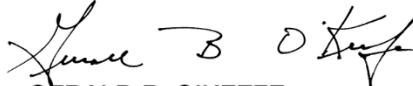
- o Changes references to Army Force Generation to Sustainable Readiness Model (para 1–6).
- o Adds requirement for capability of exchange of information at all levels of classification to include Special Access Programs and Alternative Compensatory Control Measures (para 1–6).
- o Defines issues, trends, and capability gaps and explains their use within the Army lessons learned program (fig 3–1 and glossary).
- o Defines role of lesson manager in organizations (para 3–3).
- o Provides further explanation of the need for synchronized collection and production effort in order for the Army Lessons Learned Program community to fully support Army requirements (app C).
- o Replaces “Army Lessons Learned Community,” “lessons learned community,” and “lessons learned community of practice” with a single term: “Army Lessons Learned Program community” (throughout).

**Army Programs**  
**Army Lessons Learned Program**

By Order of the Secretary of the Army:

**MARK A. MILLEY**  
General, United States Army  
Chief of Staff

Official:



**GERALD B. O'KEEFE**  
Administrative Assistant to the  
Secretary of the Army

States, and the U.S. Army Reserve, unless otherwise stated.

**Proponent and exception authority.**

The proponent of this regulation is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix D).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–3/5/7 (DAMO–ZA), 400 Army Pentagon, Washington, DC 20310–0400.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–3/5/7 (DAMO–ZA), 400 Army Pentagon, Washington, DC 20310–0400.

**Distribution.** This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

**History.** This publication is an expedite revision. The portions affected by this revision are listed in the summary of change.

**Summary.** This regulation establishes policy, procedures, and responsibilities for Armywide management of the Army Lessons Learned Program.

**Applicability.** This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United

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## **Chapter 1 Introduction**

### **1–1. Purpose**

This regulation establishes responsibilities for the Army Lessons Learned Program (ALLP). It provides the foundation for all Army organizations to maximize the benefit of experiential learning to change behavior and improve readiness. Commanders at all levels must understand the importance of gathering, rapidly sharing, and integrating lessons and best practices. The scope of this regulation encompasses actual operations, training events, wargames, and experiments along with all activities of the institutional force. The breadth of this regulation includes all levels of war (tactical, operational, and strategic) across the elements of decisive action (offense, defense, and stability or defense support of civil authorities). The intent is to systematically refine and improve operations while integrating the lessons and best practices within Army concepts, doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF–P).

### **1–2. References**

See appendix A.

### **1–3. Explanation of abbreviations and terms**

See the glossary.

### **1–4. Responsibilities**

Responsibilities are listed in chapter 2.

### **1–5. Program objectives**

- a.* Create a knowledge sharing culture within the Army in which every Soldier and Department of the Army Civilian is a discoverer and user of positive (sustain) and negative (improve or change) information with a responsibility to submit this information through their chain of command. Success in this culture is defined as the continuous collection and submission of observations from every unit level; from the individual Soldier to the most senior leaders.
- b.* Provide a responsive system in which discovered lessons and best practices can be validated, integrated, and evaluated, and, when necessary, resolve issues and implement corrective actions.
- c.* Develop networked commands, units, and organizations using a collaboration and lessons learned system of records to facilitate the integration and sharing of lessons and best practices.
- d.* Monitor recommended changes throughout implementation and evaluate issues to determine if they have actually been solved. To be a lesson learned, a change in performance or an observed change of behavior must exist.
- e.* Include unified action partners (other military forces, governmental and nongovernmental organizations, and elements of the private sector) in the ALLP, when appropriate.
- f.* Provide a rapid issue resolution process to hasten the dissemination of critical information gathered from the field, resolve issues of importance to commanders in the field, saves Soldiers lives, and/or results in improved operations.

### **1–6. Concepts**

The ALLP uses the four components of knowledge management (KM) — people, processes, tools, and organization — to collect, analyze, disseminate, archive, and facilitate the integration of lessons and best practices across networked commands, units, and organizations. Within the operating force, networked commands and units include U.S. Army Forces Command (FORSCOM), the Army service component commands (ASCCs), and units at echelons battalion through corps, as well as Army Reserve and Army National Guard (ARNG) commands and units. Within the institutional force, the ALLP includes the U.S. Army Materiel Command (AMC), U.S. Army Training and Doctrine Command (TRADOC), centers of excellence (CoEs), proponents, combat training centers (CTCs), and direct reporting units (DRUs). The ALLP also includes, where possible, unified action partner commands, agencies, organizations, and lessons learned organizations. Networked commands and organizations participate in the Army Lessons Learned Forum, knowledge networks, and other communities of practice to include structured professional forums to facilitate the integration of lessons learned, and to collaborate on and share lessons and best practices. They primarily use the Joint Lessons Learned Information System (JLLIS) supported by other tools such as SharePoint, MilSuite, and the Stability Operations Lessons Learned Information

Management System (SOLLIMS). In these forums leaders affect change based on lessons learned and subordinate organizations collaborate on DOTMLPF-P changes. The ALLP end state is an Armywide comprehensive program with enforced processes that meet the following seven concepts:

*a. Responsive to the operational force.* The ALLP ensures units receive lessons learned support before, during, and after events during all phases of the operations process. For the operational force, this means the totality of Army lessons learned capabilities provides information at the right time within the Sustainable Readiness Model (SRM) process. Organizations which provide these capabilities include: the Center for Army Lessons Learned (CALL), other Army units and commands, the CoEs, the CTCs, and unified action partners. ASCCs, Army commands (ACOMs), and DRUs enable the ALLP community to support unit missions within the ARFORGEN process by collecting lessons and best practices before, during, and following unit deployments. Units, supported by their trained lessons managers, share their lessons and best practices by uploading them to JLLIS. As the centralized lessons learned capability for the Army, CALL synthesizes input from across the ALLP community and disseminates pertinent lessons learned information to units to help plan, prepare, and execute mission requirements. This collaboration allows TRADOC, as the lead for Army lessons learned, to provide relevant knowledge to the operating force throughout the ARFORGEN process. Additionally, operating force units receive ALLP support from the Army Lessons Learned Forum and communities of practice through active discussion, collaboration, and resolution of issues identified by the units themselves.

*b. Responsive to the institutional force.* The ALLP supports the institutional force in shaping concept development, DOTMLPF-P change, Army policy development, and improved operations. Institutional force organizations such as TRADOC, AMC, and the DRUs use trained lessons managers and the KM process to ensure active participation in the ALLP. This includes providing visibility on major DOTMLPF-P efforts via insertion of information into the lessons learned network (for example, providing updates on doctrine publishing schedules). TRADOC provides the means for the ALLP community to synchronize efforts and collaborate on products for the institutional force. TRADOC facilitates the integration of lessons and best practices across DOTMLPF-P for Soldiers and civilians through the proponents. The Army is renewing emphasis on CTC rotations and exercises as the Army transitions to training and executing missions as a part of decisive action. The ALLP community also supports the force with information garnered from combatant command operations in such areas as international engagement and security cooperation and/or security assistance. Synchronization and execution of ALLP tools such as Army forums, leader interviews, training materials for professional military education, and the use of JLLIS enhance institutional force practices and procedures, as well as DOTMLPF-P improvement efforts.

*c. Covers all levels of war.* The Army focused much of its past lessons learned efforts at the tactical and operational levels of war. This regulation expands the discovery, validation, integration, and assessment of lessons learned at the strategic level by placing responsibility for the ALLP at the Army senior headquarters (Headquarters, Department of the Army (HQDA), ACOMs, ASCCs, and DRUs) supported by other organizations like the U.S. Army War College, the Army Research Institute, the Combat Studies Institute, and the Army History Program (for example, the Center for Military History and the Military History Institute). Even study groups such as the federally funded research and development centers are considered valuable partners in the application of ALLP functions at the strategic level of war. The ALLP will cover tactical through strategic levels by including these headquarters and organizations. Subject matter experts and lessons learned professionals from various Army organizations conduct synchronized interview, collection, and analysis efforts using collaboration tools such as Defense Collaboration Services, milSuite, and other enterprise systems. Army senior headquarters, proponents, schools, and units benefit from this effort through their networked access to strategic lessons learned.

*d. Covers all warfighting functions.* The Army CoEs are designed to focus on lessons and best practices based on the Army's warfighting functions: mission command, movement and maneuver, protection, sustainment, fires, and intelligence. This regulation expands the discovery, validation, integration, and assessment of lessons learned at the strategic level and retains these abilities at the operational and tactical levels by placing responsibility with the respective force modernization proponent as outlined in AR 5-22. Subject matter experts and lessons learned professionals from the CoEs conduct synchronized interview, collection, and analysis efforts using collaboration tools such as Defense Collaboration Services, milSuite, and other enterprise systems. The proponents develop, publish, and disseminate gap filling products as necessary to support the force until DOTMLPF-P changes can take effect.

*e. Encompasses unified land operations.* The ALLP systematically addresses all aspects of decisive action conducted by the force: offense, defense, and stability or defense support of civil authorities. To accomplish this, the ALLP synchronizes activities to discover, validate, integrate, and assess lessons and best practices for missions conducted by multiple Army units and organizations through centralized planning with decentralized execution. As Army contingency operations arise, organizations within the ALLP network have inherent capability and capacity to discover, collect, and share lessons and best practices on these expanded mission sets. Lessons learned activities have the flexibility to adapt and reorganize

rapidly to assume new missions and analysis efforts as the operational environment changes. Along with a renewed emphasis on discovering, validating, integrating, and assessing lessons and best practices from CTC rotations, this regulation extends responsibility to commands, units, and organizations to do the same for their mission sets. This permits the entire ALLP network to benefit from lessons and best practices from unified land operations and training.

*f. Includes unified action partners.* Army headquarters establish links during contingency operations to exchange information of benefit to unified action partners. Army doctrine acknowledges the unique perspectives and capabilities that Joint, interagency, intergovernmental, multinational, nongovernmental, and public sector partners bring to Army operations. The ALLP currently leverages lessons and best practices from unified action partners through other systems within the network to include: the National Defense University-Center for Complex Operations; sister Service (for example, the Marine Corps Center for Lessons Learned) and allied lessons learned centers (for example, the Jordanian Lessons Learned Centre); the North Atlantic Treaty Organization Joint Analysis and Lessons Learned Centre; and the American, British, Canadian, Australian and New Zealand Armies' Program. Networked collaboration continues to expand links to other systems to exchange information, such as the Department of Homeland Security Lessons Learned Information Sharing Web site. TRADOC develops the necessary training and presentation packages to support the building of lessons learned partnership capacity with the Army's unified action partners who are willing to exchange information. The Deputy Chief of Staff, G-2 (DCS, G-2), Chief Information Officer/G-6 (CIO/G-6), TRADOC, and Joint Staff J-7 (as the JLLIS proponent) develop the necessary information assurance and foreign disclosure policies and procedures to permit the integration of these various unified action partner information systems into the ALLP, enabling the sharing of lessons learned information. The ALLP facilitates systematic sharing of lessons learned via online databases and systems, as well as through seminars, workshops, working groups, multinational engagements, bilateral staff talks, and participation in partner exercises so the Army, as a whole, can benefit from tactical, operational, and strategic insights from unified action partners.

*g. Supports a fully integrated lessons sharing culture.* The integration of lessons and best practices from training and operations is part of the Army culture and an accepted practice throughout the force. The systemic and continuous implementation of organizational requirements outlined in this regulation is critical to the success of the program. The ALLP supports rapid adaptation of leaders and units throughout the operations process (plan, prepare, execute, and assess). ACOMs, units, and organizations at all levels share their lessons and best practices continuously to improve performance and efficiency and to save lives across the force. Full integration occurs with the publication of this regulation and the active participation of all units and organizations using networked systems to exchange information. Sharing is enabled by enterprise systems residing on nonsecure and secure networks that allow for exchange of information at all classification levels to include integrated Joint special technical operations (IJSTO)/special technical operations (STO), special access programs (SAP), and alternative compensatory control measures (ACCM). Units and organizations capture, share (using network capabilities), and adapt lessons and best practices as appropriate. In addition, TRADOC and non-TRADOC proponents integrate the ALLP through appropriate changes to the Army Concept Framework, DOTMLPF-P, using the Army Lessons Learned Forum to stimulate resolution of issues when appropriate. TRADOC, in coordination with CIO/G-6 and Joint Staff J-7, develops, protects, integrates, and maintains JLLIS and the data in order to provide Armywide access to lessons and best practices through linked networks, which allow rapid adaptation and informed decision making. Where possible, TRADOC with the Joint Staff J-7 will link and integrate JLLIS within other enterprise systems to provide ready access to the data.

*h. Is sustainable.* The ALLP must stand as a valid and sustained program to continually improve the force. Sustainability relies upon the active participation of all Army organizations. Trained lessons learned personnel within these organizations ensure sustainability by providing a level of continuity within each unit which keeps lessons learned at the forefront of all plans and operations.

## **Chapter 2 Responsibilities**

### **2-1. Administrative Assistant to the Secretary of the Army**

The AASA will ensure that the Chief, Center for Military History will—

*a.* Provide the ALLP community access to unit historical reports, records, and any materials obtained by special historical collection efforts organized by the Center for Military History or collected by military history detachments in operational theaters.

*b.* Provide interviews and other documents per AR 870-5 requirements to CALL by posting to the Army JLLIS portal.

### **2-2. Chief, National Guard Bureau**

The Chief, National Guard Bureau, directly or by delegation to the Director, ARNG will—

*a.* Ensure lessons learned capability is embedded in all commands and activities.

- b.* Include lessons learned in the operations process to support operations, exercises, and experimentation.
- c.* Use, share, and submit lessons and best practices to improve the ability to conduct decisive action across all levels of war with Army organizations and unified action partners.
- d.* Require ARNG units, brigade-sized or larger, and specialty units operating and/or deploying separately at the team and/or detachment, platoon, company, or battalion levels submit unit-level observations and other lesson learned material into National Guard Bureau (NGB) JLLIS portal for validation and integration. Notify CALL and appropriate proponents of submission.
- e.* Require ARNG units to submit after action reports (AARs) into the NGB JLLIS portal no later than 90 days after returning to home station after participating in Army, Joint, combined operations. Notify CALL and appropriate proponents of submission.
- f.* Require ARNG units to submit AARs, to include supporting portions of CTC “take home packages,” into NGB JLLIS portal no later than 60 days after participating in Army, Joint, or combined training exercises and experiments. Notify CALL of name of document and/or send copy to CALL and appropriate proponents.
- g.* Provide administrative, logistic, and personnel support as required to collection and analysis team (CAAT) elements deployed to ARNG unit training events or operations.
- h.* Participate in the Army Lessons Learned Forum, as required.
- i.* Work with CALL to ensure information systems and knowledge networks are integrated to share lessons and best practices.
- j.* Ensure lessons managers and lessons learned cells are trained in lessons learned procedures and the operation of JLLIS.
- k.* Provide CALL a list of collection opportunities and the key functional issues per appendix C for analysis for the upcoming fiscal year for incorporation into the Army Lessons Learned Annual Plan no later than 1 July of each year.
- l.* Incorporate lessons learned procedures and policies as areas of interest in all unit-level command inspection and quality assurance programs.
- m.* Ensure sufficient resources are available to implement the ALLP in ARNG organizations.
- n.* Ensure cyber security and/or information assurance procedures and control mechanisms are in place and operational for the protection of the transmission of lessons learned data and access to lessons learned data repositories.

### **2–3. Deputy Chief of Staff, G–3/5/7**

The DCS, G–3/5/7 will—

- a.* Provide Army Staff oversight of the ALLP and serve as the Army Staff integrator for all Army, Joint, multi- Service, and Coalition staff actions and activities relating to the ALLP.
- b.* Establish policies and priorities for the ALLP and provide guidance to TRADOC as the Army program lead.
- c.* Support special collection activities as assigned by the Secretary of the Army and the Chief of Staff, Army (CSA).
- d.* Monitor the implementation of recommended DOTMLPF–P changes derived from Armywide lessons and ensure they are integrated into key programs and initiatives across the Army, to include the Army planning, programming, budgeting, and execution process; the Army Modernization Plan; the Army Campaign Plan; the Research, Development, and Acquisition Plan; Army Facilities Management; the Base Realignment and Closure process; the Joint Requirements Oversight Council; the Army Requirements Oversight Council; and the total Army analysis. ARNG and Army Reserve requirements will also be included in the planning, programming, budgeting, and execution process.
- e.* Authorize CALL direct liaison for lessons learned actions involving Joint integration and Armywide change, as well as special collection activities directed by the CSA or the DCS, G–3/5/7 in support of contingency operations.
- f.* Assign lead and supporting agents to resolve ALLP issues involving the responsibilities of two or more major headquarters.
- g.* Coordinate the mission and intent of the Army’s lessons learned efforts with combatant commanders, ACOMs, ASCCs, DRUs, and unified action partners to secure their support and ensure access to assigned, attached, operational control, or allocated units and organizations.
- h.* Publish the Army Lessons Learned Annual Plan no later than 1 October of each year, which assigns tasks for collection and analysis of major issues.
- i.* Provide a general officer to co-chair the Army Lessons Learned Forum general officer steering committee (GOSC).

### **2–4. Chief, Army Reserve**

The CAR will—

- a.* Ensure a lessons learned capability is embedded in all commands and activities.
- b.* Include lessons learned in the operations process to support operations, exercises, and experimentation.

c. Use, share, and submit lessons and best practices to improve the ability to conduct decisive action across all levels of war with Army organizations and unified action partners.

d. As Commander, U.S. Army Reserve Command (USARC)—

(1) Direct units, brigade-sized or larger and specialty units which operate and/or deploy separately at the team and/or detachment level, platoon level, company level, or battalion level to submit unit-level observations and other lesson learned material to CALL and appropriate proponents using the Army JLLIS portal for validation, integration, and assessment.

(2) Direct units to submit AARs to CALL and appropriate proponents using the Army JLLIS portal no later than 90 days after returning to home station after participating in Army, joint, or combined operations.

(3) Direct units to submit AARs, to include supporting portions of CTC “take home packages,” to CALL and appropriate proponents using the Army JLLIS portal no later than 60 days after completing in Army, Joint, or combined training exercises and experiments.

(4) Provide administrative, logistic, and personnel support as required to CAAT elements deployed to Army Reserve unit training events or operations.

e. Participate in the Army Lessons Learned Forum, as required to assist in resolving issues affecting USAR forces.

f. Work with CALL to ensure information systems and knowledge networks are integrated to share lessons and best practices.

g. Ensure lessons managers and lessons learned cells are trained in lessons learned procedures and the operation of JLLIS.

h. Provide CALL a list of collection opportunities and the key functional issues per appendix C for analysis in the upcoming fiscal year for incorporation into the Army Lessons Learned Annual Plan no later than 1 July of each year.

i. Incorporate lessons learned procedures and policies as areas of interest in all unit-level command inspection and quality assurance programs.

j. Ensure sufficient resources are available to implement the ALLP in Army Reserve organizations.

k. Ensure cyber security and/or information assurance procedures and control mechanisms are in place and operational for the protection of the transmission of lessons learned data and access to lessons learned data repositories.

## **2–5. Commanding General, U.S. Forces Command**

The CG, FORSCOM will—

a. Co-chair the Army Lessons Learned Forum in conjunction with the CGs, AMC and TRADOC.

b. Provide co-chair of Army Lessons Learned Forum GOSC.

c. Ensure brigade combat team warfighters’ forums are resourced and linked to the Army Lessons Learned Forum.

d. Provide CALL a list of collection opportunities and the key functional issues per appendix C for analysis in the upcoming fiscal year for incorporation into the Army Lessons Learned Annual Plan no later than 1 July of each year.

e. Ensure individual brigade-level units and above establish and coordinate umbrella weeks at least once per command cycle within 6 weeks of completion of major deployments (examples: overseas contingency operations, regionally aligned force support, Deputy Chief of Staff for Ammunition operations) or CTC rotations in order to share lessons and best practices supporting the transfer of operating force knowledge and facilitating changes to DOTMLPF–P and capability development.

f. As validation authority, provide a semiannual synopsis of significant National Training Center and Joint Readiness Training Center lessons and best practices, and operational and/or training related trends with both strengths and deficiencies to CALL using the Army JLLIS portal for publishing to the Army. Additionally, provide an electronic copy of take home packages for lessons learned analysis within 30 days of rotation and/or exercise.

## **2–6. Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC will—

a. Serve as senior lessons manager, senior responsible officer, and/or Army Lead for the ALLP.

b. Continuously monitor the ALLP to ensure it meets Army goals to discover, validate, and integrate lessons and identify and nominate issues for resolution to complement TRADOC’s responsibility for determining and integrating force requirements and synchronizing the development of DOTMLPF–P solutions across the Army per AR 5–22.

c. Discover, validate, and integrate lessons learned while working with individual leaders, Soldiers, unit staffs, ACOMs, DRUs, and the HQDA staff to identify key Army issues and assist in developing both near-term and/or long-term solutions, as required by AR 71–9.

d. Serve as one of the three 4-star chairs of the Army Lessons Learned Forum in conjunction with CGs, AMC and FORSCOM.

e. Provide a general officer as co-chair of the Army Lessons Learned Forum GOSC.

*f.* Incorporate lessons learned into professional military education by developing instructional materials for officer, noncommissioned officer, and civilian education systems to support leader and self-development.

*g.* Ensure all CoEs and/or proponents conduct proponent specific lesson learned collection, analysis, dissemination, and integration within their AR 5–22 responsibilities.

*h.* Submit the Army Lessons Learned Annual Plan to DCS, G–3/5/7 no later than 1 September, including Armywide consolidated recommendations for ALLP activity by organization and topic.

*i.* Incorporate lessons learned procedures and policies as areas of interest during all accreditation visits and in quality assurance programs.

*j.* Ensure sufficient resources are provided to implement the ALLP within TRADOC.

*k.* Ensure U.S. Army Capabilities Integration Center (ARCIC), CoEs, and other schools and centers are fully integrated into the ALLP and support the DOTMLPF–P issue resolution process and the Army Lessons Learned Forum, as required.

*l.* Provide CALL a list of collection opportunities and the key functional issues per appendix C from across ACOM for analysis in the upcoming fiscal year for incorporation into the Army Lessons Learned Annual Plan no later than 1 December of each year.

*m.* The CG, Combined Arms Center will—

(1) Have integration and coordination authority across the Army in matters pertaining to lessons learned program.

(2) Assign CALL as the office of primary responsibility (OPR) to oversee implementation of the ALLP.

(3) Serve as co-chair and host for the Army Lessons Learned Forum GOSC issue resolution process and assist in identifying DOTMLPF–P solutions and the development of supporting action plans.

(4) Develop organizational procedures to discover, collect, analyze, and disseminate lessons, best practices, and other lessons learned material into the Army institutional and operational forces and unified action partners for all military operations and for all levels of war.

(5) Ensure all published materials safeguard the identity and performance of both individuals and subject units. The purpose of the ALLP is to identify and share operational strengths and shortcomings rather than to assess commanders or their unit performance while in training or deployed.

(6) Provide a semiannual synopsis of significant Mission Command Training Program lessons and best practices, and operational and/or training related trends with both strengths and deficiencies to CALL using Army JLLIS portal for publishing to the Army.

(7) Ensure all CoEs, organizations, and directorates under Combined Arms Center (CAC) are fully integrated into the ALLP and support the DOTMLPF–P issue resolution process and the Army Lessons Learned Forum, as required.

*n.* The Director, Mission Command Centers of Excellence will—

(1) Represent the Army on the Joint Staff J–7 Lessons Learned GOSC. Provide feedback on Army issues to the Army Lessons Learned Forum and DCS, G–3/5/7 as appropriate.

(2) Establish, Director, CALL, as lead for Mission Command (MC) CoE for the ALLP.

*o.* The Director, Center for Army Lessons Learned will—

(1) Serve as the Army OPR and Lessons Manager for implementation of the ALLP.

(2) Facilitate the rapid sharing of lessons and best practices across the Army to enable operationally based decision making.

(3) Conduct the Army Lessons Learned Forum to integrate Army information sharing and issue resolution and serve as co-chair of the Army Lessons Learned Forum Council of Colonels.

(4) Use direct liaison authorized with DCS, G–3/5/7 when tasked for the validation, planning, coordination, and execution of ALLP missions.

(5) Ensure the ALLP encompasses all elements of decisive action: offense, defense, and stability or defense support of civil authorities.

(6) Ensure the ALLP includes tactical, operational, and strategic lessons and best practices.

(7) Provide relevant, timely, and mission-tailored lessons learned products to the operational and institutional force and unified action partners.

(8) Collect, analyze, disseminate, archive, and facilitate the integration of lessons and best practices from the Mission Command Training Program, CTCs, units employed as regionally aligned forces, and units engaged in wargames, experiments, major training exercises, natural disasters, and unified land operations.

(9) Engage unified action partners to exchange lessons and best practices.

(10) Provide reachback support to Army, Joint, and, where appropriate, multinational commanders and assist their units as they prepare for, participate in, and return from actual operations and collective training exercises.

(11) Assemble, train, and deploy CAATs to support the collection and analysis of Army observations during military operations and major Joint and/or Army training events, exercises, and experiments. Be prepared to support other Army elements in their collection and analysis efforts.

- (12) Execute special collection activities as assigned by the Secretary of the Army and the CSA.
- (13) Prepare and conduct presentations to the Congress, Department of Defense, Joint Staff, HQDA, units, coalition partners, key interest groups, industry, and academia, on the Army's lessons learned methodology, as well as emerging lessons and best practices collected from operations, major training events, and experiments.
- (14) Maintain interface with Army and Joint proponents and schools and assist in integrating lessons and best practices into their courseware.
- (15) Develop and manage lessons learned training at Fort Leavenworth to prepare designated personnel as lessons managers to establish and maintain local lessons learned programs, collect and submit observations, and train subordinate units on the ALLP. Be prepared to provide this training at other locations as necessary in support of Army requirements.
- (16) Develop value-added digital and printed lessons learned products such as handbooks, newsletters, bulletins, trends reports, smart cards, videos, and/or vignettes, in coordination with appropriate Army force modernization proponent.
- (17) Develop procedures that ensure the ALLP informs the doctrine development process.
- (18) Ensure the Army Lessons Learned Forum system includes ASCCs, DRUs, proponents, and unified action partners to resolve issues across the Army and promote DOTMLPF-P solutions.
- (19) Where required, provide an adaptable lessons learned liaison officer structure, with trained lessons learned professionals to support theater operations, the institutional force, and the operating force.
- (20) In coordination with the Army Staff, develop integrated information systems and linked knowledge networks that facilitate access to and sharing of lessons and best practices.
- (21) Consolidate the external unit and staff inputs for the Army Lessons Learned Annual Plan, which highlights major collection opportunities and issues for analysis, and provide the recommended plan to TRADOC no later than 1 August. Monitor and support the execution of the Annual Plan throughout the course of the next fiscal year.
- (22) Maintain the Army's principal repository for lessons learned and operational products in conjunction with Joint Staff J-7 in JLLIS by—
  - (a) Acting as the Army representative to the Joint Staff J-7 JLLIS configuration control board. Provide means for other Army elements to provide input and comment on JLLIS configuration requirements.
  - (b) Acting as the Army's Joint Lessons Manager and Army JLLIS portal Administrator per CJCSI 3150.25.
  - (c) Receiving, analyzing, disseminating, and archiving lessons and best practices and operational products in a user-accessible electronic format.
  - (d) Monitoring input of observations and documents (to include AARs) into JLLIS to ensure analysis and rapid dissemination of key items.
  - (e) Ensure JLLIS and other supporting lessons learned systems are protected in accordance with AR 25-2.
- (23) Establish operational security and information security procedures and control mechanisms to ensure the proper marking and handling of all collected and managed materials, to include external materials provided to CALL.
- (24) Ensure the CALL hardware and software technologies are capable of supporting field search, queries, and distribution via classified (up to TOP SECRET) and unclassified networks. Maintain multinational network capabilities where possible and feasible.
- (25) Prepare periodic trends reports to Army leadership based on AARs and observations received from actual operations.
- (26) Prepare periodic updates to DCS, G-3/5/7, ACOMs, ASCCs, and DRUs on status of units inputting observations and AARs in JLLIS.

## **2-7. Commanding General, U.S. Army Materiel Command**

The CG, AMC will—

- a. Co-chair the Army Lessons Learned Forum in conjunction with the CGs, FORSCOM and TRADOC.
- b. Provide co-chair of Army Lessons Learned Forum GOSC.
- c. Provide CALL a list of collection opportunities and the key functional issues per appendix C for analysis in the upcoming fiscal year for incorporation into the Army Lessons Learned Annual Plan no later than 1 July of each year.
- d. Ensure units returning from major deployments establish and coordinate umbrella weeks within 6 weeks of returning in order to assist in lesson discovery.
- e. Establish and maintain the Center for Army Acquisition and Materiel Lessons Learned focused on the acquisition and material enterprise that facilitates discovery, validation, integration, and assessment.

## **2-8. Commanding Generals, Army commands, Army service component commands, and direct reporting units**

CGs, ACOMs, ASCCs, and DRUs will—

- a. Ensure a lessons learned capability that facilitates discovery, validation, integration, and assessment is embedded in all commands and activities.
- b. Include lessons learned in the operations process for all exercises, experimentation, wargames, and operations.
- c. Use, share, and submit lessons and best practices to improve the ability to conduct decisive action across all levels of war with Army organizations and unified action partners.
- d. Direct assigned units, brigade-sized or larger, and specialty units which operate and/or deploy separately at the team/detachment, platoon, company, or battalion levels to submit unit-level observations and other lessons learned products to CALL using the Army JLLIS portal for validation, integration, and assessment in accordance with the following guidelines:
  - (1) Submit AARs to CALL and appropriate proponents using the Army JLLIS portal no later than 90 days after returning to home station after participating in an Army, Joint, or combined military operations and major training events. Units are encouraged to submit observations and develop AARs for key events instead of waiting until the end of an operation to submit.
  - (2) Submit AARs, to include supporting portions of CTC “take home packages,” to CALL and appropriate proponents using the Army JLLIS portal no later than 60 days after completing Army, Joint, or combined training exercises, wargames, and experiments.
- e. Submit copies of all final products produced by their military history detachments that have lessons learned implications to the Army JLLIS portal. History offices will coordinate ongoing military history detachment collection operations with CALL to ensure that lessons learned and historical collection efforts are synchronized to ensure minimum impact on operational units and commanders. Follow the submission guidelines in paragraph 2–9d.
- f. Engage unified action partners to determine willingness, capability, and capacity to exchange information and establish data sharing procedures such as seminars, workshops, multinational engagements, partner exercises, and bilateral staff talks.
- g. Ensure any dedicated lessons learned efforts are synchronized within the ALLP with CALL, such as establishing ACOM, ASCC, or DRU specific lessons learned capabilities or designating lessons learned managers within the staff.
- h. Ensure lesson managers and lessons learned cells are trained in lessons learned procedures and the operation of JLLIS.
- i. Participate in the Army Lessons Learned Forum and encourage unified action partner involvement, when applicable.
- j. Work with ALLP OPR (CALL), to ensure information systems and knowledge networks are integrated to facilitate the sharing of lessons and best practices.
- k. Provide CALL a list of events that provide opportunities for collection on identified issues or topics and the key functional issues per appendix C for analysis in the upcoming fiscal year for incorporation into the Army Lessons Learned Annual Plan no later than 1 July of each year.
- l. Incorporate lessons learned procedures and policies as areas of interest in all unit-level command inspection and quality assurance programs.
- m. Provide administrative and logistical support to CAATs deployed into area of responsibility (AOR). This includes providing access to units and leaders conducting operations within the AOR.
- n. Provide ACOM, ASCC, and DRU personnel possessing unique skill sets, when required, to participate as members of select CAAT missions.
- o. Review lessons and best practices having DOTMLPF–P implications within each organization’s purview, determine and direct the appropriate actions to be taken, and monitor their disposition and implementation.
- p. Ensure lessons from development, fielding, and testing of service materiel solutions are captured and shared.
- q. Ensure cyber security and/or information assurance procedures and control mechanisms are in place and operational for the protection of the transmission of lessons learned data and access to lessons learned data repositories.

## **2–9. Commandant, U.S. Army War College**

Commandant, USAWC will—

- a. Ensure a lessons learned capability that facilitates discovery, validation, integration, and assessment is embedded in all phases and activities of the USAWC.
- b. Include lessons learned in the operations process (plan, prepare, execute, assess) to support core curriculum, electives, exercises, experimentation, wargames, and operations.
- c. Use, share, and submit lessons and best practices to improve the ability to conduct decisive action at the strategic-level of war with Army, Joint organizations, and unified action partners.
- d. Direct assigned student bodies and specialty components - that is, USAWC Fellows, which operate separately to submit observations and other lessons learned products to CALL using Army JLLIS portal for validation, integration, and assessment.

e. Direct designated leads for curriculum special events, projects, exercises, and wargames to submit observations and other lessons learned products to CALL using Army JLLIS portal for validation, integration, and assessment in accordance with the following guidelines:

(1) Submit AARs to CALL and appropriate proponents using Army JLLIS portal no later than 90 days after completion of or after participating in an USAWC curriculum special event.

(2) Leads are encouraged to submit observations and develop AARs for key special events during an event instead of waiting until the end of an event to submit.

f. Engage unified action partners to determine capability and capacity to exchange information and establish data sharing procedures such as seminars, workshops, multinational engagements, partner exercises, and bilateral staff talks.

g. Ensure any dedicated lessons learned efforts are synchronized within the ALLP with CALL such as establishing ACOM, ASCC, or DRU specific lessons learned capabilities or having lessons learned professionals within the staff.

h. Ensure lesson managers and lessons learned cells are trained in lessons learned procedures and the operation of JLLIS.

i. Participate in the Army Lessons Learned Forum and encourage unified action partner involvement, when applicable.

j. Provide the CALL, a list of events that provide opportunities for collection on identified issues or topics and the key functional issues for analysis in the upcoming fiscal year for incorporation into the Army Lessons Learned Annual Plan no later than 1 July of each year.

k. Incorporate lessons learned procedures and policies as areas of interest in all unit-level command inspection and quality assurance programs.

l. Review lessons and best practices having DOTMLPF-P implications within the USAWC's purview, determine and direct the appropriate actions to be taken, and monitor their disposition and implementation.

## **Chapter 3**

### **Lessons Learned Management**

#### **3-1. Army Lessons Learned Process**

This chapter describes the lessons learned management procedures for each organizational level responsible for integrating and sharing lessons and best practices and how the Army Lessons Learned Forum supports the entire program. The ALLP is based on the Joint Lessons Learned Program phases of discovery, validation, integration, and evaluation. In the Army process, evaluation is changed to assessment.

a. *Discovery.* The discovery phase covers from the determination that there is something that can be improved or learned to inputting or capturing that information in a collaborative environment for use by others. An example would be where an individual Soldier sees something that may be improved and inputs that into JLLIS as the Army system of record for lessons learned for use by others. Lessons learned organizations use collections in this phase to gather more information in an effort to identify trends, themes, or a widely prevalent situation affecting accomplishment of some aspect of the Army's mission.

b. *Validation.* In the validation phase, analysts or others examine the input to determine if the observation is valid and others can adapt and apply it. If the answer is yes, the observation is valid and is a lesson or best practice that can be integrated.

c. *Integration.* Integration is the phase where a lesson or best practice may be adapted and applied. Units adapt lessons within training and operations to improve readiness and enhance effective operations. The institutional force integrates lessons into DOTMLPF-P requirements. At times, there are issues associated with a lesson that require discussion and resource decisions. The lesson will need to enter an issue resolution process to determine what changes need to be made and how they will be made. Lessons learned organizations use this phase for dissemination of lessons that can go directly to units and to work with the institutional force through issue resolution processes to integrate the lessons into DOTMLPF-P changes. This phase ends when solutions are implemented and the force begins using changes.

d. *Assessment.* In the assessment phase, Soldiers observe implemented solutions during operations, exercises, or experimentation to determine if the changes met issue requirements. If the issue is not resolved, or only partially resolved, the issue may reenter the integration phase. If the commander decides the lesson solution or best practice met the requirement or improved the unit's performance, the lesson is considered "learned" and documented as such in the JLLIS. DOTMLPF-P adjustments become the new baseline for action at the appropriate level of organization.

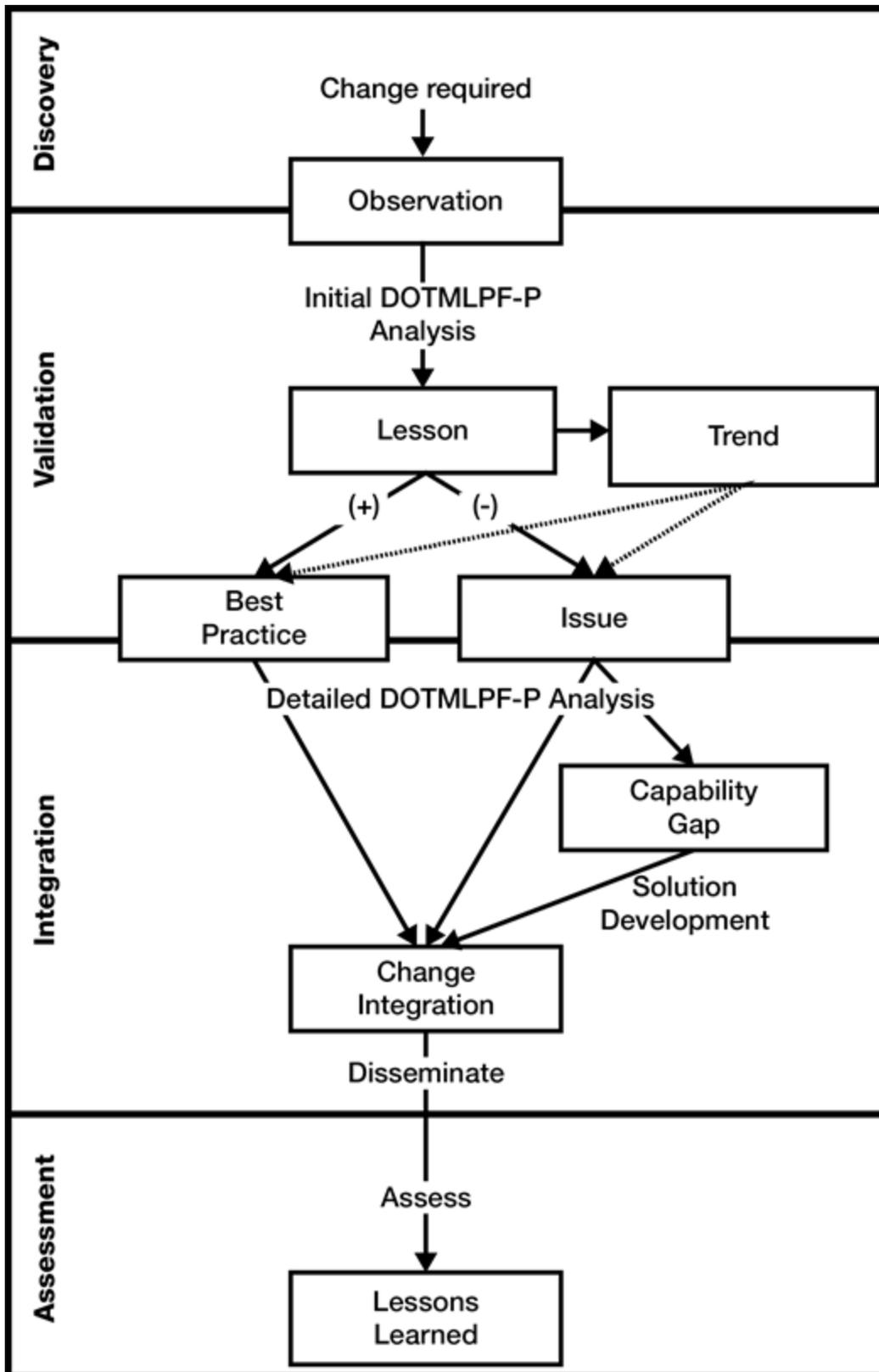


Figure 3-1. Relationship between trends, issues, and capability gaps

### **3–2. Army lessons learned in mission command**

Commanders use lessons learned as an inherent part of mission command. As leaders understand, visualize, describe, direct, and lead, they continually assess. Throughout this process, leaders adapt lessons to the current situation. At the same time, the assessment of what they are seeing leads to the discovery of new lessons that need to be captured and shared to enable the leader's own forces along with those of the rest of the Army.

### **3–3. Role of the lesson manager**

The lessons manager in each organization is designated authority to review, validate, and release lessons learned information as appropriate. The lesson manager is responsible for managing the lessons learned program of the organization and will track, coordinate, and evaluate lessons through all relevant phases of the ALLP.

### **3–4. Army lessons learned by echelon**

*a. Division, brigade, and lower.* Tactical lessons and best practices are primarily generated from these echelons, although the impact can have operational and strategic implications. The challenge is to identify lessons and best practices, resolve any issues, and rapidly apply corrective actions. Commanders must understand the lessons learned process and the importance of rapidly sharing information. A lesson or best practice should be rapidly disseminated to other units and across the Army once discovered. Entering lessons and best practices into JLLIS for analysis is the first and most convenient opportunity to quickly submit new information. Collaborative forum sites can also assist in rapidly sharing information. Commanders at these levels must have trained lesson managers who understand the ALLP and give the unit an embedded lessons learned capability. Some lessons have issues within them that are beyond the capabilities of the discovering unit. Issue resolution should always occur at the lowest level possible. If the unit is unable to correct an issue, it is addressed at a higher level that can bring resources to bear to fix the problem. All Soldiers must understand the importance of bringing issues to the attention of their chain of command. Specific assistance from CALL is available by submitting a request for information on their Web site. Issues that require the attention of the Army Staff are sent to CALL for inclusion in the Army Lessons Learned Forum issues resolution process. Other issues may be sent to the respective proponent for analysis and validation. Once a unit discovers an issue or problem, the unit must:

- (1) Correct the problems and/or issues at the lowest level possible and rapidly share solutions with other units and the Army by posting them to JLLIS.
- (2) Contact higher headquarters, proponent center and/or school, and/or CALL for help to develop a solution set.
- (3) Use appropriate collaborative forums to socialize ideas.
- (4) Remain engaged with the appropriate proponent, CALL, and other organizations as part of the ALLP network, as required. Proponents generally validate corrective actions.
- (5)
- (6) Be prepared to provide additional information to CALL and/or proponents in support of the Army Lessons Learned Forum process for DOTMLPF–P assessment, issue resolution, and resource recommendations.
- (7) If the lessons and best practices are collected as part of a larger operation, submit an AAR to CALL and appropriate proponents after redeployment (see app B).

*b. Corps and Army service component commands.* Operational and strategic lessons and best practices are primarily generated from these levels. Corps and ASCCs require dedicated lesson managers who can manage the collection, analysis, and dissemination of lessons and best practices. The discovery, validation, and integration process remains the same as for brigades and divisions; however, ASCCs and corps have a greater ability to influence resources for corrective actions. Additionally, these echelons engage unified action partners and encourage them to participate in the ALLP and share information. Corps and ASCCs must foster a lessons sharing culture within their organizations. This includes the use of collaborative networks such as forums, participation in the Army Lessons Learned Forum process for issue resolution, keeping CALL and proponents informed of collection and dissemination opportunities and requirements, and establishing systems to exchange information with unified action partners. ASCCs must be prepared to support discovery efforts in their operational theaters.

*c. Direct reporting units.* These units are often in position to discover lessons and best practices at the tactical, operational, and strategic levels of war. The intent is for the DRUs to become key players in the lessons learned process. Each DRU must adopt lessons learned practices similar to those used at the corps and ASCC levels. DRUs will be included in all appropriate lessons learned efforts and the Army Lessons Learned Forum Process.

*d. Army commands.* These commands are the key drivers behind the ALLP. They have the ability to shift resources and make decisions that influence the operational and institutional force to bring about change. As such, they oversee the Army Lessons Learned Forum process, which resolves issues and makes resourcing and DOTMLPF–P decisions within their own authorities; solutions needing higher resourcing are forwarded to DCS, G–3/5/7 for action. Issues identified during operational missions can start as lessons or new best practices and may eventually become Army requirements. The

institutional force validates requirements through on-going DOTMLPF-P assessments that are, in part, influenced by lessons and best practices. Key factors for improving Army performance and effectiveness are the active involvement of ACOM commanders and their subordinate organizations, their clear understanding and support of the ALLP and the value of lessons learned, and their enforcement of active participation in the rapid information sharing process.

*e. Center for Army Lessons Learned.* In support of the discovery, validation, integration, and assessment phases, CALL collects, analyzes, disseminates, identifies, and nominates issues, and archives lessons and/or best practices across all levels of war to facilitate rapid adaptation and enable operationally based decision making. CALL accomplishes this mission as part of the ALLP network shown in figure 3-1. As the Army's OPR for facilitating the ALLP, CALL plays a key role in its oversight. As the action agent and focal point for Army lessons learned, CALL oversees the Army Lessons Learned Forum process, maintains the Army repository for lessons and best practices in JLLIS, recommends the deployment of CAATs, produces lessons learned products, and trains organizations on how to implement viable lessons learned programs. CALL assists in performing the initial analysis to determine if an issue exists by cataloging the frequency of occurrences and how many units are having the same problem. Once an issue is confirmed, CALL collaboratively works with the unit, CoEs, and other agencies such as the Asymmetric Warfare Group (AWG) to validate the issue and recommended corrective action. Major issues requiring Army-level decisions and resourcing are entered into the Army Lessons Learned Forum process as described in paragraph 3-4. Working with ARCIC and the proponents, CALL informs the DOTMLPF-P requirements process of new lessons and best practices to ensure they have the most current and relevant information. Under the ALLP, CALL efforts cover tactical through strategic levels of war, focusing on all elements of decisive action (offense, defense, and stability or defense support of civil authorities). The intent is to provide relevant lessons and best practices to unit predeployment preparations for any of these military operations. To support this, CALL continues to develop integrated information sharing systems linked to knowledge networks, with the help of the Army Staff and other Army agencies, to facilitate sharing lessons and best practices. Another key goal of the ALLP is to expand information sharing to our unified action partners through direct engagement. This includes the Joint lessons learned centers, inter-governmental agencies, industry, academia, multinational partners, private "think tanks." ASCCs and DRUs assist CALL in this process. By using the components of, CALL enhances organizational leadership understanding which can lead to maximizing the sharing of information.

*f. Army Lessons Learned Program community.* The Army has multiple lessons learned capabilities that focus on particular topics and/or levels.

(1) *Asymmetric Warfare Group.* TRADOC's AWG, a key participant, provides operational advisory and solution development support to Army and Joint force commanders to enhance Soldier survivability and combat effectiveness. AWG collaboration with CALL capitalizes on AWG's advisory and solution development capabilities while leveraging CALL's analysis and dissemination capabilities.

(2) *U.S. Army Peacekeeping and Stability Operations Institute.* The PKSOI is the lead in the Army for stability operations lessons learned at the operational and strategic levels. As a part of this, PKSOI maintains the SOLLIMS. This is a non-for official use only lessons learned repository developed from JLLIS. SOLLIMS provides an open access capability for sharing of lessons across the unified action community.

(3) *Center for Army Acquisition and Materiel Lessons Learned.* CAAMLL is the CG, AMC's, action agent for acquisition and materiel lessons learned. Operating under AMC's U.S. Army Materiel Systems Analysis Activity, CAAMLL provides an ability to support the ALLP with collection, analysis, dissemination, and archiving capability.

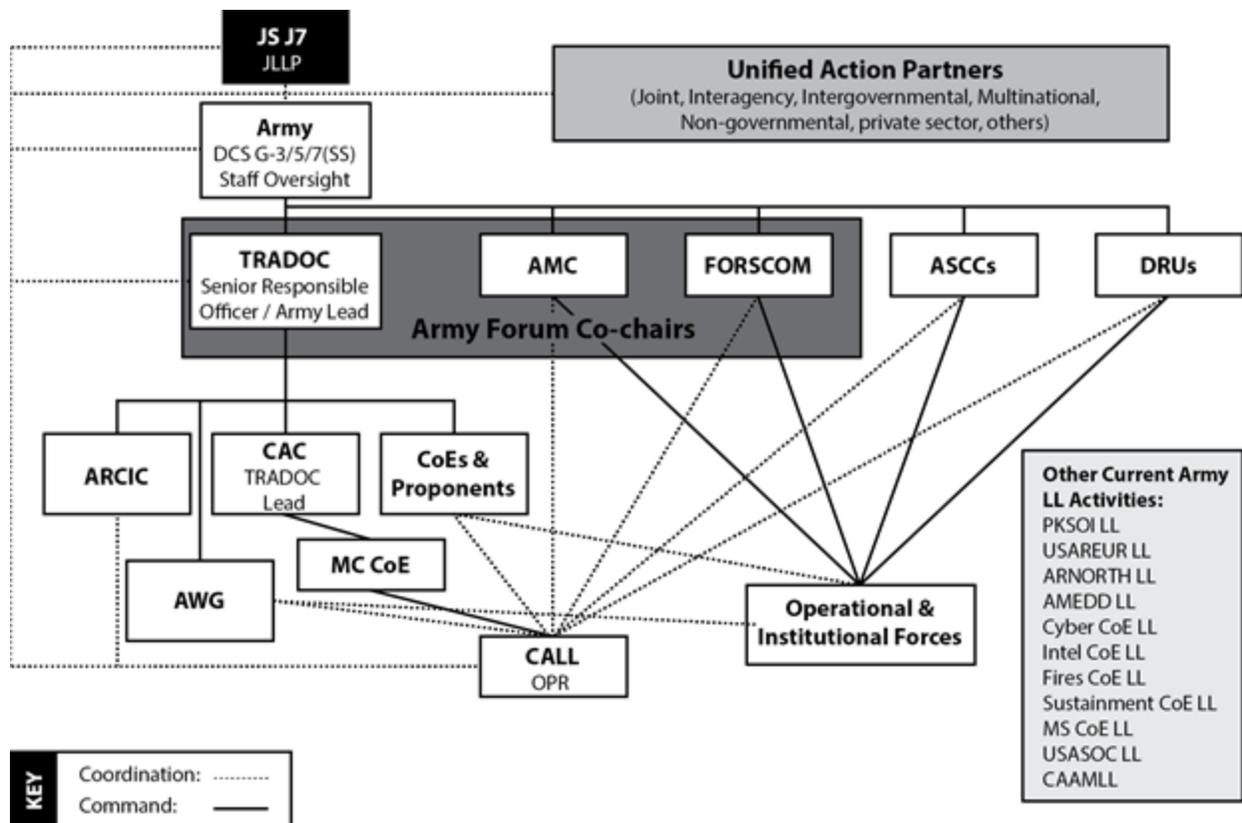


Figure 3-2. Army Lessons Learned Program network

### 3-5. Army Lessons Learned Forum

a. The forum was created by HQDA execution order to address issues identified from across the Army and is tri- chaired by the CGs, TRADOC, AMC, and FORSCOM. The forum is where issues derived from lessons are submitted by all elements of the Army to senior Army leaders for resolution. Additionally, it ensures that lessons are properly integrated across the DOTMLPF-P domains. The CALL acts as facilitator and/or moderator under CAC and MC CoE guidance.

b. The Army Lessons Learned Forum provides a venue where Army senior leaders can collaborate to rapidly address ACOM, ASCC, and theater commander issues concerning operations, training and resources, and assign resolution action to appropriate agencies. The Army Lessons Learned Forum provides a means for other venues such as the brigade combat team warfighters’ forums and other like bodies to elevate issues for senior level decisions.

c. CALL schedules the recurring action officer-working group, council of colonels, and GOSC as topics and issue resolution actions proceed. Typically, these members include: DCS, G-3/5/7, TRADOC, FORSCOM, AMC, ASCCs, the U.S. Army Installation Management Command, and the U.S. Army Medical Command. Other DRUs may participate, as required. Periodically, CALL will present major accomplishments, activities, and pending issues during a tri-chair back brief to CGs, FORSCOM, TRADOC, and AMC for support and guidance.

d. The CALL director will schedule the GOSCs and develop the agenda per the managing tri-chair’s guidance. The GOSC will review the council of colonels’ recommendations, provide direction, and make final decisions on required actions and resource allocations.

e. The GOSC—

(1) Designates leads to review topics and/or issues and assess collaborative requirements, recommend closure for issues when assessment shows implemented resolution tasks have resulted in changed behavior.

(2) Assigns responsibility to develop action plans.

(3) Directs and prioritizes issue resolution actions, to include resource allocations.

(4)

(5) Determines items that need to be raised to the Joint Lessons Learned GOSC.

(6) Directs the development of necessary orders for publishing by DCS, G-3/5/7.

f. See figure 3-2 for a depiction of the process and participants from across the Army.

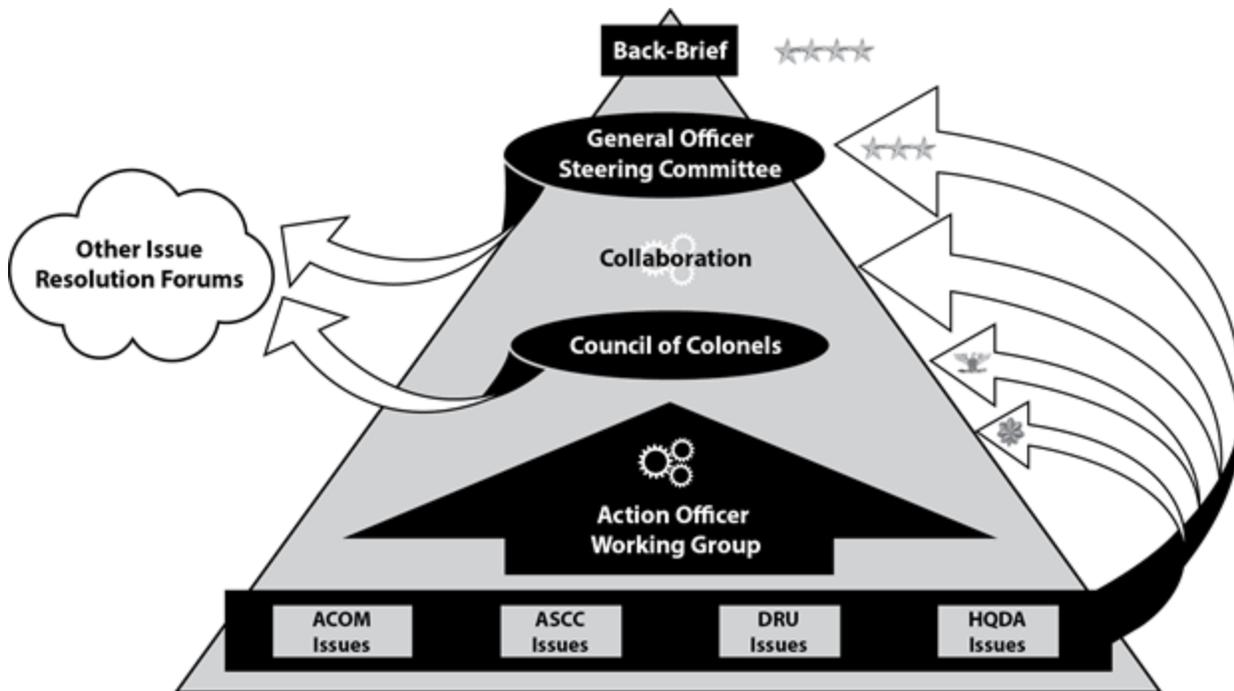


Figure 3–3. Army Lessons Learned Forum process

### 3–6. Army professional forums

The forums provide a continual capability for users at all levels to have discussions and share lessons by branch or functional areas. These forums reside on MilSuite and other enterprise systems to allow broad sharing of information and support the ALLP as a means to facilitate discovery and integration of lessons and best practices.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

**AR 5–22**

The Army Force Modernization Proponent System (Cited in para 1–6*d*.)

**AR 25–2**

Information Assurance (Cited in para 2–6*o*(22)(*e*).)

**AR 71–9**

The Warfighting Capabilities Determination (Cited in para 2–6*c*.)

#### **Section II**

##### **Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand this publication.

**ADP 3–0**

Unified Land Operations

**ADP 3–07**

Stability

**ADP 5–0**

The Operations Process

**ADP 6–0**

Mission Command

**AR 10–87**

Army Commands, Army Service Component Commands, and Direct Reporting Units

**AR 11–2**

Managers' Internal Control Program

**AR 15–1**

Committee Management

**AR 25–1**

Army Information Technology

**AR 25–30**

The Army Publishing Program

**AR 350–1**

Army Training and Leader Development

**AR 350–28**

Army Exercises

**AR 380–5**

Department of the Army Information Security Program

**AR 380–10**

Foreign Disclosure and Contacts with Foreign Representatives

**AR 380–28**

Department of the Army Special Security System

**AR 870–5**

Military History: Responsibilities, Policies, and Procedures

**CJCSI 3150.25F**

Joint Lessons Learned Program (Available at [https://www.dtic.mil/cjcs\\_directives](https://www.dtic.mil/cjcs_directives).)

**CJCSM 3170.I**

Operation of the Joint Capabilities Integration and Development System (Available at [https://www.dtic.mil/cjcs\\_directives](https://www.dtic.mil/cjcs_directives).)

**FM 6-01.1**

Knowledge Management Operations

**Section III**

**Prescribed Forms**

This section contains no entries.

**Section IV**

**Referenced Forms**

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate Web site (<http://armypubs.army.mil>).

**DA Form 11-2**

Internal Control Evaluation Certification

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

## Appendix B

### After Action Reports

#### B–1. General

Units submit AARs within JLLIS to CALL and appropriate proponents after participating in Army, joint, and combined operations and for some major training events. The format for an AAR is flexible and can be adapted to the needs of the commander. The AAR is not a history report, which is compiled per AR 870–5. JLLIS provides a capability for building AARs where units can enter observations as they happen, inserting the observation title with a JLLIS entry number, and then automatically compile the AAR later. Units using JLLIS to submit observations can provide the executive summary referencing those observations as their AAR. The following example is one way to build an AAR that includes a section for lessons learned recording. Ensure classification markings are appropriate for the material being shared.

#### B–2. Format

*a. Part I.* Executive summary.

- (1) Event description.
- (2) Dates and venues.
- (3) Mission and objectives.
- (4) Task organization.
- (5) Key participants.
- (6) Limitations.
- (7) Summary of key lessons and best practices.

*b. Part II.* General information.

- (1) Chronology of events by phase.
- (2) Key operations plans and orders.
- (3) Standing operating procedures.
- (4) Photographs.
- (5)
- (6) Maps.

*c. Part III.* Detailed observations (in JLLIS format).

- (1) Observation.
- (2) Discussion.
- (3) Recommendation (usually in DOTMLPF–P format).

## Appendix C

### Key Collections Events and Issues

#### C–1. Army Lessons Learned Program planning and support

The ALLP planning process is intended to ensure that topics and collection requirements of interest to the Army are addressed in a cohesive effort by the ALLP community. In order to execute this intent, the ALLP community requires input from ACOMs, ASCCs, DRUs, and other organizations by 1 December for the following FY to identify and analyze each topic. The ALLP community reviews and synchronizes efforts on a quarterly basis and holds an annual workshop to discuss program issues and synchronize efforts for the upcoming FY.

#### C–2. Topics

The purpose of this section is to provide prioritized issues and topics that senior Army headquarters recommend the ALLP address. The following information is needed:

- a.* Name of issue and/or topic.
- b.* Background on topic and/or issue.
- c.* Importance of looking at this topic and/or issue.
- d.* Anticipated outcome/endstate of integration efforts (For example, update to doctrine; handbook; changes in next FY training exercises, and so forth).
- e.* Point of contact for topic.

#### C–3. Key collection events

The purpose of this section is to provide information on key events that can be collected on during the upcoming fiscal year. The following information is needed:

- a.* Name of event.
- b.* Dates of event.
- c.* Location of event.
- d.* Purpose of event.
- e.* Anticipated Army units participating.
- f.* Focus of collection.
- g.* Point of contact for event.

## Appendix D

### Internal Control Evaluation

#### D-1. Function

The functions covered by this evaluation are the administration of the ALLP. They include key controls for lessons learned management.

#### D-2. Purpose

The purpose of this evaluation is to assist DCS, G-3/5/7, ACOMs, ASCCs, DRUs, and all subordinate organizations in evaluating the key management controls outlined below; it is not intended to cover all controls.

#### D-3. Instructions

Each unit required to execute the ALLP will formally evaluate key management controls at least once every 5 years. A unit inspector, designated by the chief of staff or executive officer, will base the evaluation of the unit's administration of the ALLP on actual testing of management controls (for example, document analysis, direct observation, and sampling). The inspector will prepare a report for submission to the unit commander. The inspector will certify that the evaluation was conducted on DA Form 11-2 (Internal Control Evaluation Certification) and include it as an attachment to the inspection report. The unit ALLP OPR will document explanations of and corrective actions for noted shortcomings in an attachment to the evaluation report.

#### D-4. Test questions

The parentheses denote the applicable level of ALLP execution.

- a.* Has a lessons manager(s) been appointed as being responsible for coordination of the lessons learned function in the organization? (Brigades/brigade combat team and above)
- b.* Does the organization have a process to review observations to determine what is to be fixed or implemented within the unit and what must be forwarded to higher headquarters? (All)
- c.* Does the organization have written instructions on how observations are processed in the unit? (All)
- d.* Are the unit's lessons managers and lessons learned cells trained on lessons learned procedures and do they understand how to use JLLIS? (All)
- e.* Is the unit entering observations and documents into JLLIS? (All)
- f.* Is the unit submitting AARs to CALL no later than 90 days after returning to homestation after participating in an Army, Joint, or combined operation or major training exercise? (All)
- g.* Is the unit providing copies of relevant portions of their CTC "take home packages" to CALL no later than 60 days after completing Army, Joint, or combined training exercises and experiments? (Brigades and above)
- h.* Is CALL providing acknowledgement of receipt of AARs and other lessons learned items? (CALL)
- i.* Is CALL producing periodic trend reports for Army leadership based on observations and AARs received? (CALL)
- j.* Is CALL ensuring appropriate proponents are receiving AARs that concern their proponent responsibilities?

#### D-5. Supersession

Not applicable.

#### D-6. Comments

Help to make this a better tool for evaluating internal controls. Submit comments to the Deputy Chief of Staff, G-3/5/7 (DAMO-ZA), 400 Army Pentagon, Washington, DC 20310-0400.

## **Glossary**

### **Section I**

#### **Abbreviations**

**AAR**

after action report

**ACCM**

alternative compensatory control measures

**ACOM**

Army command

**ADP**

Army doctrine publication

**ALLP**

Army Lessons Learned Program

**AMC**

U.S. Army Materiel Command

**AOR**

area of responsibility

**AR**

Army regulation

**ARCIC**

U.S. Army Capabilities Integration Center

**ARFORGEN**

Army force generation

**ARNG**

Army National Guard

**ASCC**

Army service component command

**AWG**

Asymmetric Warfare Group

**CAAMLL**

Center for Army Acquisition and Materiel Lessons Learned

**CAAT**

collection and analysis team

**CAC**

Combined Arms Center

**CALL**

Center for Army Lessons Learned

**CG**

commanding general

**CJCSI**

Chairman of the Joint Chiefs of Staff instruction

**CJCSM**

Chairman of the Joint Chiefs of Staff manual

**CNGB**

Chief, National Guard Bureau

**CoE**  
center of excellence

**CSA**  
Chief of Staff, Army

**CTC**  
combat training center

**DCS**  
Deputy Chief of Staff

**DOTMLPF-P**  
doctrine, organization, training, materiel, leadership and education, personnel, facilities-policy

**DRU**  
direct reporting unit

**FM**  
field manual

**FORSCOM**  
U.S. Army Forces Command

**GOSC**  
general officer steering committee

**HQDA**  
Headquarters, Department of the Army

**IJSTO**  
Joint special technical operations

**JLLIS**  
Joint Lessons Learned Information System

**KM**  
knowledge management

**MC CoE**  
Mission Command Center of Excellence

**NGB**  
National Guard Bureau

**OPR**  
office of primary responsibility

**PKSOI**  
U.S. Army Peacekeeping and Stability Operations Institute

**SAP**  
special access programs

**SOLLIMS**  
Stability Operations Lessons Learned Information Management System

**SRM**  
Sustainable Readiness Model

**STO**  
special technical operations

**TRADOC**  
U.S. Army Training and Doctrine Command

## **Section II**

### **Terms**

#### **Army Lessons Learned Program community**

Individuals and organizations that participate in the Army Lessons Learned Program.

#### **Best practice**

A change to how something is done that results in improved personal or unit performance or behavior but is not yet fully implemented across force.

#### **Facilitation**

Providing guidance, direction, and assistance to a group or team to more easily achieve a common endstate or goal.

#### **Integration**

Bringing disparate components or elements together to gain greater synergy and efficiency.

#### **Issue**

A general topic area identified as a potential problem.

#### **Lesson**

A potential solution to a problem experienced as a result of an observation.

#### **Lesson learned**

(1) An implemented corrective action which leads to improved performance or an observed change in behavior; (2) The process of discovering, validating, integrating, and evaluating lessons.

#### **Observation**

A statement of the conditions experienced or observed with recommended changes to improve performance.

#### **Office of primary responsibility**

The office responsible for the daily execution of the program.

#### **Rapid adaptation**

A process whereby information is analyzed and disseminated in a timely manner relative to the criticality of actions required for Soldiers and leaders to adapt that information to current operations and DOTMLPF-P development to save Soldiers' lives and improve the effectiveness and/or efficiency of Army operations. It's getting the right information to the right levels in time to allow the unit(s) to adapt before the information becomes irrelevant.

#### **Recommendation**

A proposed corrective action which, when implemented, should correct the problem.

#### **Trend**

An identified lesson or best practice supported by three (3) or more validated observations from multiple sources within a reasonable period.

#### **Validation**

Recognition of an observation as valid for inclusion in ALLP products and databases. Validation consists of review by a functional expert to confirm an observation contains identifiable lessons meriting integration through the Army lessons learned process.

## **Section III**

### **Special Abbreviations and Terms**

This section contains no entries.

**UNCLASSIFIED**

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