



JLLP Update

Joint Lessons Learned Program

May 2015

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FROM the DESK of the JS J-7 JOINT LESSONS LEARNED DIVISION CHIEF

Greetings! It is my privilege to present the next edition of the Joint Staff "JLLP Update." Since 2006, the JLLP community has attempted to share Lessons Learned information to better develop the Joint Force. This desire continues today and is the focal point of the JS Joint Lessons Learned Division's efforts. The JLLP has reached a critical period: a balance between supporting the individual organizational commander's goals and objectives and that of sharing the information and potential collaboration across the unified Joint Force environment. The March 2015 Joint Lessons Learned Conference centered on the theme of "collaboration." While you can read more on that event in this "Update," it is important to recognize that collaboration is more than just a theme – it is an active effort. Whether through the addition of legislative language in the National Defense Authorization Act, increasing CJCS responsibility to capture and disseminate LL throughout the Armed Forces, or through potential creation of a DoD Directive to solidify and standardize the JLLP process across the DoD, senior leadership has provided the necessary guidance and tools to address the balance and drive additional collaboration. Ultimately this effort will support the SECDEF's initiatives to develop a better, innovative, and learning Department. Many in the JLLP community have been working diligently to move the Program in the right direction. Over the past few years we have seen tremendous growth in the program and achieved significant traction in institutionalizing the JLLP. These efforts continue and will pay off in contributing to joint force development. This "Update" features the announcement of 17 Joint Lesson Advisories released over the last six months, with a summary of the actions and institutionalization of lessons. There is a new section in this newsletter, "JCOA Division Updates," featuring current and ongoing JCOA study efforts. I also call attention to the article on the LL GOSC, held in May 2015. This GOSC approved the development of metrics to assess the "health" of the JLLP. All of the organizations in the JLLP are included in this assessment and we look forward to working together in developing these metrics. I want to express my appreciation for the increased involvement of the JLLP community in the efforts of the last six months. We look forward to this close association and collaboration as we move forward sharing our lessons to improve the operational capabilities of the joint force.

CAPT George M. Landis
Chief, JLLD



The *Joint Lessons Learned*

Program Update is a quarterly snapshot of key issues being resolved and best practices being institutionalized across the Joint Force. These issues and practices are among those undergoing validation, integration, and evaluation through the Joint Lessons Learned Information System (JLLIS) in support of the Chairman's Joint Lessons Learned Program (JLLP).

The *Joint Lessons Learned Program Update*

is produced for DoD leaders by the Joint Lessons Learned Division, Joint Force Development (J-7), the Joint Staff.

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NIPR



SIPR



JWICS



SUMMARY OF HURRICANE RELATED INFORMATION

On 30 April 2015, the JS J-7 Joint Lessons Learned Division (JLLD) released a paper titled, “A Summary of Hurricane-Related Information Found in the Joint Lessons Learned Information System.” This work is a summary of hurricane-related data currently found in the Joint Lessons Learned Information System (JLLIS). It was developed for use by members of the Defense Support of Civil Authorities (DSCA) community to assist in identifying some observations, lessons, and best practices to help inform preparations for the 2015 Hurricane Season. This paper presents observations, lessons, and documents compiled from many events, including Hurricane Andrew, Hurricane Katrina, Hurricane Sandy, and Operation Damayan. Contributing organizations include the Federal Emergency Management Agency, the Defense Logistics Agency, U.S. Northern Command, the Military Services, and the National Guard Bureau. The links to the paper are: NIPR: [Hurricane Summary](#) , SIPR: [Hurricane Summary](#).

JOINT LESSONS LEARNED CONFERENCE 2015

Collaborating to Learn Lessons

The Joint Staff J-7, Deputy Directorate for Future Joint Force Development (FJFD) hosted the Joint Lessons Learned Conference (JLLC) 2015, at the Management Information Center (MIC) Joint Staff Suffolk, in Suffolk, Virginia, 10-12 March 2015. The conference provided a forum for the joint lessons learned (LL) community to meet face-to-face, discuss the JLLP, present issues, share ideas, and work together towards improving LL programs. In addition, participants also had the opportunity to receive training on the JLLIS at both the user and administrator levels.

Over the course of the conference, attendance included representatives from the JS, each of the Combatant Commands (CCMDs), Services, National Guard Bureau, and the Interagency (IA) through the Federal Emergency Management Agency (FEMA) and the US Agency for International Development (USAID). Participating Combat Support Agencies (CSAs) included: the Defense Contracting Management Agency (DCMA), Defense Logistics Agency (DLA), National Geospatial Intelligence Agency (NGA), Defense Threat Reduction Agency (DTRA), and the Joint Contingency Acquisition Support Office. The JLLC also enjoyed participation from its multinational partners of Poland, Chile, Hungary, Canada, France, Germany, Italy, United Kingdom, New Zealand, Finland, Denmark, Japan, Portugal, Romania, Spain, Turkey, and South Korea.

In keeping with the JLLC 2015 conference theme, “Collaborating to Learn Lessons,” the JLLC conducted activities to further enhance collaboration between the JS, Services, CCMDs, CSAs, the IA, and multinational partners with LL equities. Staged in separate conference rooms throughout the Suffolk Complex, approximately 145 personnel divided up between five separate, organization-type (“category-specific”) breakout sessions (BOS). Provided with a set of questions prior to the conference, participants came prepared, ready to share information about the collaborative processes at their organizations.

Within the individual BOS, facilitators used a set of catalyst questions to assist in generating focused discussion. Organizations discussed the level of collaboration within their sub-community and shared impressions on what could further enhance collaboration within their organizations as well as across the JLL community. BOS participants were also asked about that which hampers collaboration at their organization, as well as what they believed the JS could do to improve collaboration across the JLL community. More targeted topics were also discussed to include their impressions about the potential DoD directive on lessons learned and the impact it will have on their organizations.

JOINT LESSONS LEARNED CONFERENCE 2015 (cont'd)

While the list served as a starting point, further discussion beyond this list was encouraged. Equipped with notetakers, appointed based on their interests and skill set, each session succeeded in recording key points, information requested, 'due-outs,' as well as any impressions about the way ahead. A synopsis from each BOS is attached to the *Summary Report on the Joint Lessons Learned Conference (JLLC) 2015*, posted at NIPR: [Summary Report](#).

Looking forward to JLLC 2016!

LESSONS LEARNED GENERAL OFFICER STEERING COMMITTEE - MAY 2015

The LL GOSC met on 12 May 2015. The JS Joint Force Development Director, LtGen Waldhauser, chaired the meeting. Members received information briefings on lessons related to Operational Contract Support (OCS), including lessons generated from the recent Joint OCS Exercise 2015 (JOCSX-15); on a potential DoD Directive covering lessons learned; and on current initiatives and activities with the JLLP.

Members also received updates on two subjects presented to the LL GOSC in Oct 2014. The first was the Thematic Review on Foreign Humanitarian Assistance (FHA) which produced one issue for the Joint Staff Issue Resolution Process (JS IRP) relating to financial management during FHA operations. Members agreed the Thematic Review process was worthwhile and were asked to consider what themes they would want reviewed. The second was an update on six issues in the JS IRP that came from the Operationalizing Counter/Anti-Corruption study conducted by the Joint and Coalition Operational Analysis (JCOA) Division. This update introduced a discussion on leveraging studies done by other organizations throughout DoD.

The LL GOSC endorsed two proposals. The first was to develop a process for leveraging studies to identify best practices and issues similar to what is currently done with JCOA Division studies. The JLLD will develop criteria to help identify suitable studies for analysis and will provide the criteria to the LL GOSC for review. The second proposal was for developing metrics for measuring the "health" of the JLLP. JLLD will develop metrics and submit them to the LL GOSC for review.

JOINT LESSONS LEARNED INFORMATION SYSTEM (JLLIS)

The JLLIS server transition from FT Huachuca, AZ to Suffolk, VA, is complete. SIPR transition, to include FVEYs, was completed in Dec 2014, and JWICS in March 2015.

JS J-7 continues work on the JLLIS Alternative Compensatory Control Measure (ACCM) enhancement, which will be available on the SIPR and JWICS domains. This capability will allow authorized managers/administrators the ability to manage an ACCM program's LL data and to assign validated (need-to-know) user access. The team is currently completing requirements and security analysis for required software changes and Information Assurance compliance.

JLLIS Best Practices to Support Dissemination of LL Information:

Update the status of LL data to "Active" to ensure widest dissemination. JLLIS provides the ability to publish LL data, making the information accessible throughout the Joint Force and among authorized partners. JLLIS provides a number of features to help facilitate information exchange, coordination, and dissemination from Communities of Practices, Binders, published Observations, Issues, and After Action Reports.

Request a Joint Community of Practice, which provides the ability to group a collection of observations, issues, supporting documents and/or external links around a theme or topic and publish the data for all JLLIS users. Create JLLIS Collection Analysis Plans to facilitate integration, transparency, and collaboration of organizational collection efforts, to include resource requirements, objectives, locations, and milestones.

JOINT LESSONS LEARNED INFORMATION SYSTEM (JLLIS) (cont'd)

Leverage JLLIS FVEYs, which provides a SIPRNet environment for effective lesson learned information exchange and collaboration.

JOINT LESSON ADVISORIES

A Joint Lesson Advisory (JLA) for a lesson learned provides a summary of corrective action, end state, and institutionalization. JLA's are posted in JLLIS on SIPRNet in the JS Lessons Learned Issue Resolution Process Community of Practice (CoP) and attached to their respective issues. The Joint Staff published the following JLA's since the last JLLP Update:

- JLA 14-11 Cyber/National Cyber Incident Response Plan (NCIRP) Focus (JLLIS Issues 401, 405-407, 409, 488).** The NCIRP continues to be reviewed at the National Security Council sub-Interagency Planning Cell. In lieu of an approved NCIRP, DoD has provided guidance to direct actions for command and control of cyber response forces. DoD has demonstrated its ability to rapidly disseminate information using Commander's Critical Information Reporting (CCIR) and coordinate response using real-time conferencing. SIPR: [JLA 14-11](#)
- JLA 14-12 Policy and Management of Evacuation Operations (JLLIS Issue 388).** DoD Directive 3025.14, Evacuation of US Citizens and Designated Aliens from Threatened Areas Abroad, was published 26 Feb 2013. The directive addresses changes in the Unified Command Plan, roles and responsibilities of affected organizations, command relationships, and events/actions required to accomplish a repatriation event. SIPR: [JLA 14-12](#)
- JLA 14-13 DSCA(POLICY): Lack of Title 10 Reserve Forces for Conducting Immediate Capabilities Response to Natural Disasters (JLLIS Issue 54).** DoD Instruction 3025.22, The Use of the National Guard for Defense Support to Civil Authorities, was published 26 Jul 2013. The instruction established the policies, processes, and procedures for how available National Guard forces will be considered for Total Force sourcing, as well as for authorization to perform the mission assignments in Title 32 status. SIPR: [JLA 14-13](#)
- JLA 14-14 DSCA(PROCEDURE): Visibility of National Guard Force Packages (JLLIS Issue 69).** DoD Instruction 3025.22, The Use of the National Guard for Defense Support to Civil Authorities, was published 26 Jul 2013. The instruction established the policies, processes, and procedures for how available National Guard forces will be considered for Total Force sourcing, as well as for authorization to perform the mission assignments in Title 32 status. SIPR: [JLA 14-14](#)
- JLA 14-15 DSCA(PROCEDURE): Total Force Sourcing (JLLIS Issue 171).** DoD Instruction 3025.22, The Use of the National Guard for Defense Support to Civil Authorities, was published 26 Jul 2013. The instruction established the policies, processes, and procedures for how available National Guard forces will be considered for Total Force sourcing, as well as for authorization to perform the mission assignments in Title 32 status. SIPR: [JLA 14-15](#)
- JLA 14-16 DSCA (POLICY): Appropriate Use of Title 32 (JLLIS Issue 263).** DoD Instruction 3025.22, The Use of the National Guard for Defense Support to Civil Authorities, was published 26 Jul 2013. The instruction established the policies, processes, and procedures for how available National Guard forces will be considered for Total Force sourcing, as well as for authorization to perform the mission assignments in Title 32 status. SIPR: [JLA 14-16](#)
- JLA 14-17 DSCA (PROCEDURE): Dual Status Commander (DSC) Process (JLLIS Issue 394).** The flaws in the processes and procedures for approval, establishment, and employment of DSCs identified during the Hurricane Irene response were corrected. The new procedures have been used successfully at least ten times since Hurricane Irene. SIPR: [JLA 14-17](#)
- JLA 14-18 DOW: Adaptation: Foster Adept Leaders (JLLIS Issue 453).** The Chairman of the Joint Chiefs of Staff (CJCS) identified six Desired Leader Attributes (DLAs) following a reexamination of joint education. The DLAs are included in 2014-2017 CJCS Training Guidance, and will be included in the next revision of CJCSI 1800.01, Officer Professional Military Education Policy. SIPR: [JLA 14-18](#)

JOINT LESSON ADVISORIES (cont'd)

- JLA 14-19 Smart Munitions for Aerostat Target Designation (JLLIS Issue 825).** The JLA can be found on SIPRNet in JLLIS attached to [Issue 825](#) and in the [JS IRP CoP](#).
- JLA 14-20 Joint Basing: Clarify Inspection Discrepancies between Joint Bases and non-Joint Bases (JLLIS Issue 897).** The DoD Inspector General published DoD Directive 5106.04, Defense Inspectors General, in May 2014, which includes a section on how the components are to inspect installation support activities at Joint Bases. SIPR: [JLA 14-20](#)
- JLA 14-21 Joint Basing: Modify Compliance Inspection Criteria to Include Inspections at Joint Bases (JLLIS Issue 898).** The DoD Inspector General published DoD Directive 5106.04, Defense Inspectors General, in May 2014, which includes a section on how the components are to inspect installation support activities at Joint Bases. SIPR: [JLA 14-21](#)
- JLA 14-22 Joint Basing: Guidance from the Service HHQs to its Supporting Component at Joint Bases (JLLIS Issue 899).** The Joint Basing Implementation Guidance established the Joint Management Oversight Structure (JMOS) where the Services can discuss and arbitrate any issues affecting the delivery of effective installation support to military units at a Joint Base. The organizations that comprise the JMOS meet regularly and actively work these issues as they are identified. SIPR: [JLA 14-22](#)
- JLA 14-23 Civilian Casualty Mitigation (CIVCAS) Lessons Learned (JLLIS Issues 670, 872-876, 878, and 879).** Joint Staff, Combatant Commands (CCMDs), Services, and Partners have implemented CIVCAS changes that inform and improve operations, doctrine, organization, training, and leadership and education. SIPR: [JLA 14-23](#)
- JLA 14-24 Global Positioning System (GPS) Selective Availability (JLLIS Issue 1140).** Revised Chairman of the Joint Chiefs of Staff Emergency Action Procedures to align with national policy for GPS Selective Availability. SIPR: [JLA 14-24](#)
- JLA 15-01 Foreign Consequence Management and Humanitarian Assistance Disaster Response (FCM and HADR) (JLLIS Issue 83).** The Interagency Policy Council (IPC) approved publication of the "International Chemical, Biological, Radiological and Nuclear (CBRN) Response Protocol" outlining the coordinating mechanism and links between HADR and CBRN response. The protocol was evaluated via tabletop exercise with multiple scenarios. The protocol will be implemented through development of an interagency CONOPS, led by Department of State, at the sub-IPC level. Joint Staff and Office of the Secretary of Defense are involved in the ongoing CONOPS development. SIPR: [JLA 15-01](#)
- JLA 15-02 DOW: Conventional Warfare Paradigm: Maintain Task Organization Flexibility (JLLIS Issue 764).** Since the Decade of War (DOW) Study was published in 2012, numerous refinements in joint doctrine, training and education curricula, and leadership development approaches were made to support the continuing capability to field flexible, adaptable organizations. This JLA provides a matrix of sub-topic considerations and the references for where they have been addressed. SIPR: [JLA 15-02](#)
- JLA 15-03 DOTMLPF-P Change Recommendation (DCR) Implementation Process (JLLIS Issue 675) and Rapid System Development Oversight (JLLIS Issue 921).** Resolution of both issues required changes in the Joint Capabilities Integration and Development System (JCIDS) process and the Knowledge Management/ Decision Support (KM/DS) tool. Updated JCIDS Instruction (CJCSI 3170.01I), JCIDS Manual on Intelink, and Joint Requirements Oversight Council (JROC) Charter (CJCSI 5123.01G). Also fielded KM/DS version 2 with Joint Urgent Operational Needs (JUON) and Joint Emergent Operational Needs (JEON) tracking and DCR task tracking incorporated. SIPR: [JLA 15-03](#)

Visit the Joint Staff Lessons Learned Issue Resolution Process Community of Practice for Working Group briefings and related material: SIPR: [Joint Staff IRP COP](#)

JLLD BRANCH UPDATES

Lessons Integration and Analysis Branch (LIAB)

In our mission to identify issues and institutionalize lessons and best practices in support of the Joint Force, LIAB continues to conduct initial analysis on strategic issues submitted by Combatant Commands, Services, Combat Support Agencies, or joint issues emerging from Joint and Coalition Operational Analysis (JCOA) Division studies. Recently, LIAB analysts have been in preliminary coordination of potential joint issues found in an upcoming JCOA Division Study related to Defense Institution Building.

JLLD and the Joint Lessons Learned Program are supporting efforts of the Multinational Capabilities Development Campaign (MCDC). MCDC is a U.S.-led effort initiated in 2013 with an overall objective to collaboratively develop and assess concepts and non-materiel capabilities for current and future joint, multinational, and coalition operations. The MCDC community consists of 23 partner nations and international governmental organizations. This year the MCDC's governance body has devised a deliberate, needs-based project-selection process for future Campaign cycles. To provide analysis and rigor, it has established a U.K.-led Futures and Concepts Standing Working Group, which includes a joint U.S./Spain-led Lessons Learned Sub Working Group, with an LIAB analyst named as the U.S. co-chair for that sub working group. Shaping meetings are underway, to be followed by data collection in the coming months. For more information on MCDC, contact the [MCDC Secretariat](#) by email at: MCDC Secretariat or access APAN at [MCDC on APAN](#).

JCOA DIVISION UPDATES

JCOA supports the Chairman's Joint Lessons Learned Program, through the collection, aggregation, analysis, and dissemination of joint lessons learned and best practices. The following highlights JCOA's continuing work in identifying lessons through active and passive collection activities. JCOA completed the following studies, and the results are located on the [JCOA portal](#).



U.S. Africa Command Defense Institution Building Study (2014) – Identified critical elements and key principles crucial to supporting African nations developing their own defense institutions.

U.S. Central Command Operationalizing Counter/Anti-corruption Study (2014) – Examined operations challenges caused by corruption, and insights for avoiding such problems in the future.

Joint Staff Joint Task Force Relationship Building Study (2014) – Examined proven methods for coordinating the efforts of different government agencies to more effectively achieve a specific common purpose.

CJCS Decade of War (2012) JKO Continuum of Learning – Presents the key lessons identified over ten years primarily in the Middle East in eleven short (ten minute) JKO Continuum of Learning videos.

JCOA is engaged in active data collection and initial analysis to identify pertinent lessons in the following studies:

JS J39 Cyberspace Operations Command and Control (COC2) formerly Transitional Cyber C2 (TC2) (2014-2015) – Assisting in the development of measures of effectiveness and measures of performance for the transitional Cyber C2 Concept of Operations, and the assessment of the concept C2 framework.

U.S. Africa Command Operation United Assistance - Ebola (2014-2015) – Studying the process and timeline of the operation planning and execution in response to the Ebola outbreak in West Africa to inform future operations.

JCOA DIVISION UPDATES (cont'd)

U.S. Central Command's Countering Daesh Operations (2014-2015) – Currently collecting and documenting observations, challenges, best practices, and lessons for future operations.

Collection plans for studies currently being conducted are located in JLLIS [Collection and Analysis Plan](#) module.

As we gather data during studies, we analyze the results and enter our observations into JLLIS for validation, thereby supporting the mission of turning identified issues into Lessons Learned and incorporation into DOTMLPF actions. Questions and inquiries should be addressed to Mr. Michael Noehl, JCOA Operations and Integration Branch, phone 757-203-5558, or via email at [Michael Noehl](#)