



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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

CJCSI 3150.25A  
1 October 2000

## JOINT LESSONS LEARNED PROGRAM

### REFERENCES:

- a. CJCSM 3500.03, 1 June 1996, "Joint Training Manual for the Armed Forces of the United States"
- b. CJCSM 3500.04B, 1 October 1999, "Universal Joint Task List"
- c. CJCSI 3150.01A, 1 November 1999, "Chairman of the Joint Chiefs of Staff Remedial Action Program"
- d. USJFCOM, JWFC and Joint Staff, J-7, Memorandum of Agreement on Joint Center for Lessons Learned Support, 2 February 2000

1. Purpose. This instruction establishes policies, reporting procedures, and responsibilities for the management and execution of the Chairman of the Joint Chiefs of Staff's Joint Lessons Learned Program (JLLP).

2. Cancellation. CJCSI 3150.25, 25 August 1997, "Joint After-Action Reporting System (JAARS)," is canceled.

3. Applicability. This instruction applies to the Joint Staff (JS), Combatant Commands, Services, Combat Support Agencies (CSAs), Defense agencies responsive to the Chairman of the Joint Chiefs of Staff (CJCS), Joint activities, Office of the Secretary of Defense (OSD), and the Federal Emergency Management Agency (FEMA). FEMA is the interface between the JS and other appropriate Federal agencies in accordance with Enclosure E. FEMA, in conjunction with the JS, J5, may use the policies within this document to resolve interagency concerns addressed in the JLLP.

4. Policy. This instruction sets forth the procedures and documents necessary for applicable joint organizations and agencies to fulfill the responsibilities of the Chairman's Joint Lessons Learned Program. The Joint Center for Lessons Learned (JCLL) is a process established for the collection and dissemination of observations, lessons learned, and issues (O/L/I) generated by joint operations, exercises, training events, and other sources.

a. The JLLP applies to both the training and operational environments of the Armed Forces of the United States.

b. The JS Directorate for Operational Plans and Joint Force Development, J-7, provides overall policy and program oversight and establishes direction for the Chairman's JLLP.

c. The JCLL is the Defense Department's focus for the JLLP. The JCLL's mission is to collect, process, analyze, maintain and distribute relevant lessons learned to enhance joint operations capabilities. Other Department of Defense (DOD) agencies, organizations, and activities may collect, analyze, and collate information internal to their organization, however, these elements will forward appropriate data as outlined by this instruction to the JCLL for incorporation into the JAAR database.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction is revised to describe the components of the JLLP. The following content changes are highlighted:

a. Organizational name change -- JS, J-7/Evaluation and Analysis Division (EAD) to J-7/Joint Exercise and Assessment Division (JEAD).

b. CJCSI 3150.25 title change -- Joint After-Action Reporting System to the Joint Lessons Learned Program.

c. JS, J-7, and Joint Warfighting Center Memorandum of Agreement (reference d) incorporated into this instruction.

d. A JAAR will be forwarded directly to the JCLL. Formerly, reports were sent directly to the JS, J-7/EAD (now J-7, JEAD) and then forwarded to the JCLL. (See Enclosure D.)

e. A JAAR will only be required for operations and selected exercises identified by Commander in Chief (CINC)-coordinated JS message.

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f. Combatant commands are required to submit an "Interim" JAAR for operations exceeding 180 days in duration.

g. A JAAR consists of a Summary report and supporting reports detailing observations, lessons learned, and issues. This is the only formal report required. All other reports addressed in the previous CJCSI are canceled.

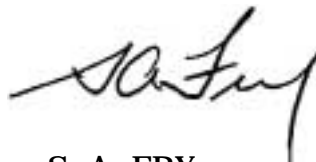
h. The JS, J-7/JEAD, with the support of the JCLL, will provide a quarterly Summary Brief to the Director, JS, outlining operational and exercise JAAR submission compliance.

i. A JAAR is due to the JCLL no later than 90 days (vice 120 days) following the conclusion of an operation or exercise. Timing criteria for JAAR will begin at conclusion of redeployment activities by obligated command.

8. Releasability. This instruction is approved for public release; distribution is unlimited. Department of Defense components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the Chairman of the Joint Chiefs of Staff (CJCS) Directives Home Page-- <http://www.dtic.mil/doctrine/jel/> and the JCLL internet site at <http://www.jwfc.jfcom.mil/dodnato/jcll>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

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

For the Chairman of the Joint Chiefs of Staff:



S. A. FRY  
Vice Admiral, U.S. Navy  
Director, Joint Staff

**Enclosures:**

- A -- Responsibilities
- B -- Joint Lessons Learned Program
- C -- Joint Center for Lessons Learned
- D -- Joint After-Action Report
  - Appendix A -- Summary Report Example
  - Appendix B -- Lessons Learned Report Example
  - Appendix C -- Observation Report Example
  - Appendix D -- Issue Report Example
  - Appendix E -- Windows Joint Instructional Input Program
  - Appendix F -- Report Flow Diagram
- GL -- Glossary

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## ENCLOSURE A

## RESPONSIBILITIES

1. Joint Staff Operational Plans and Joint Force Development Directorate, J-7. The JS, J-7, provides overall policy and program oversight, and establishes direction for the Chairman's Joint Lessons Learned Program. The JS, J-7, together with United States Joint Forces Command's (USJFCOM) Joint Warfighting Center (JWFC), supervises the execution of the lessons learned program.
2. Joint Exercise and Assessment Division, J-7
  - a. Serves as the Office of Primary Responsibility (OPR) for JS oversight of the Chairman's JLLP.
  - b. Serves as OPR for this instruction.
  - c. Provides program policy and oversight of the JLLP.
  - d. Provides policy recommendations to the Director, J-7, as required, to improve program execution.
  - e. Forwards and monitors issues nominated by the JCLL into an established issue resolution process; e.g., Remedial Action Program (RAP), Joint Warfighting Capabilities Assessment (JWCA), etc.
  - f. Provides the Director, JS, a quarterly report outlining JAAR submission compliance.
  - g. Publishes an annual message, in coordination with the combatant commands, outlining CJCS- and CINC-sponsored exercises requiring a JAAR submission.
  - h. Submits O/L/I to the JCLL in JAAR format as an integral part of the Chairman's Assessment Program.
  - i. Incorporates trends identified by the JCLL in the Chairman's Annual Trends Report.
3. Joint Warfighting Center, USJFCOM. The JWFC is the principal provider of joint lessons learned support to the combatant commands, CSAs, OSD, and the JS. The JWFC provides principal management of the JCLL in accordance with JS policies and direction.

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4. Joint Center for Lessons Learned. The JCLL collects, processes, analyzes, maintains, and distributes O/L/I from operations, exercises, training events, and other sources to enhance the combat effectiveness of joint forces. The JCLL also supports the issue resolution process. It provides support for joint and, where appropriate, Service lessons learned organizations.

5. Joint Staff Intelligence Directorate, J-2. The JS, J-2, is the OPR for the administration and management of intelligence-related JAARs classified as Sensitive Compartmented Information (SCI). Commands will submit O/L/I meeting the above criteria directly to the J-2O-2 Joint Exercise Support Division at the following address: Joint Chiefs of Staff J-2, ATTN: J-2O-2, Pentagon, Room BD853, Washington, D.C. 20430-5556 or via Department of Defense Intelligence Information System (DODIIS) E-mail to diem086@dia.ic.gov. All SCI lessons learned will be cross-referenced and assigned the standard 10-digit number in the SECRET and below JAAR database maintained by the JCLL. In addition, the title and summary comments classified SECRET or below will be entered in the JCLL's JAAR database with a reference directing users with appropriate access to the SCI INTELINK database. The submitting command will ensure reports containing the reference data cited above are provided to the JCLL at the same time the SCI classified reports are forwarded to the JS, J-2.

6. US Special Operations Command (USSOCOM). Commands submit classified Focal Point system reports focused on special operations through Focal Point channels to USSOCOM, ATTN: SOOP-OA. All Focal Point O/L/I will be cross-referenced and assigned the standard 10-digit number in the SECRET and below JAAR database. In addition, title and summary comments classified SECRET or below will be entered in the JAAR database with a reference directing users with appropriate access to the Focal Point OPR. The submitting command will ensure reports containing the reference data cited above are provided to the JCLL.

7. Combatant Command. Each supported combatant command will submit a report, using the JAAR format in Enclosure D, to the JCLL within 90 days following the completion of an operation or redeployment and for all CJCS- and CINC-sponsored exercises identified by JS message. The supported command will coordinate inputs from supporting commands as required. An Interim Report is required for operations exceeding 180 days as outlined in Enclosure D. Combatant commands are responsible for internally processing reports for administrative correctness, validating and approving report content, and submitting reports to the JCLL in accordance with the standards



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outlined in Enclosure D. Combatant commands will provide a JLLP point of contact (POC) to the JCLL and JS, J-7/JEAD.

8. CSAs/Defense Agencies/Joint Activities. CSAs, Defense agencies responsive to the Chairman of the Joint Chiefs of Staff, and Joint activities will submit reports as directed by the supported combatant command. Agencies and activities may also submit unsolicited reports directly to the JCLL for operations and training events not directly associated to a supported commander in accordance with the procedures outlined in Enclosure D. Each report will be processed internally for administrative correctness, validation, and report content. Agencies and activities will provide a JLLP POC to the JCLL and JS, J-7/JEAD.

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ENCLOSURE B

JOINT LESSON LEARNED PROGRAM

1. Purpose. The JCLL provides the joint community a method to identify, capture, and share information collected as a result of operations, exercises, training events, and other sources for the purpose of enhancing an organization's performance to accomplish warfighting tasks.
2. Overview. The JCLL is comprised of a set of interrelated systems, formal and informal, designed to collect, analyze, and share information. The JLLP capitalizes on the lessons learned process at work in these interrelated systems to improve warfighting capabilities. Similar processes occur at all levels within the program. The JLLP consists of four principal components: user, input, process, and output. The process stage is comprised of four primary procedures: collection, analysis, maintaining, and the dissemination of information. See Figure B-1.

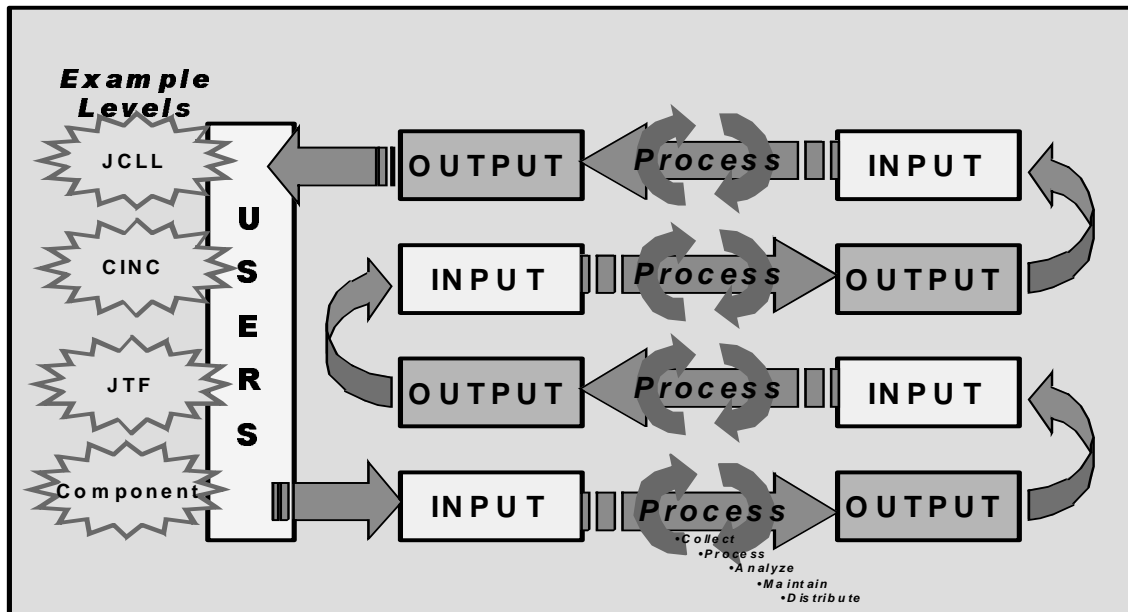


Figure B-1. Joint Lessons Learned Components

3. Value. The endstate of the JLLP is the integration of lessons learned into joint doctrine, organization, training, materiel, leadership and education, people, and facilities (DOTMLPF). Organizations and activities benefit from access to shared information maintained by the JCLL. Lessons learned information maintained by the JCLL will also be

integrated into all phases of the Joint Training Information Management System (JTIMS) when that system becomes fully operational. The knowledge gained from previous lessons learned should avoid situations, techniques, or procedures that impede a commander or unit from performing the assigned task or mission. The JLLP is clearly dependent on the submission of high-quality reports. The overall quality of information available to the joint community will always be directly linked to the quality of the submissions received from the field.

#### 4. Components of the JLLP

a. User. A User is an individual, organization, or agency that participates in, or is a recipient of, the JLLP. Participation is not limited to the combatant commands. Joint experimentation, interagency activities, multinational and coalition operations, and other activities also provide valuable O/L/I and must be documented as an integral part of the overall system.

b. Input. Inputs submitted by participants in the JLLP provide the basis for an effective lessons learned program. There are several sources of inputs including:

(1) Operational and Exercise JAARs. A JAAR submitted as a result of a joint operation, exercise, or event is one source of information. The substance of these reports provides a valuable source of O/L/I that affect warfighting preparedness.

(a) Organizations submit a JAAR for all joint operational missions and for designated CJCS- and CINC-sponsored exercises.

(b) A JAAR reflects a command's validated O/L/I that are collected primarily by observers within the command down to service component level.

(2) Assessment. Assessments add an active collection capability to the JLLP. Typically organizations direct and focus their observations in accordance with an active collection plan. O/L/I derived from internal or external assessments are extremely useful to the joint community. A report derived from an assessment should be processed to eliminate a direct reference or comparison to a specific organization.

(a) Command/Activity Assessment. During an assessment, joint force commanders carefully evaluate their organization's proficiency in performing tasks and the degree to which a standard was or was not achieved. Assessments should assist the commander to adjust present or future training plans and document and report observations and

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lessons learned for use by other commands and activities. If it is determined that a deficiency does not allow performance to standard, that "issue" is identified, defined, and analyzed by the command and reported to higher headquarters or the JS. An issue, based on its criticality, may be forwarded in a JAAR to an established issue resolution process; e.g., the Chairman's RAP (reference c).

(b) CJCS Assessment Program. The Chairman's Assessment Program fulfills a statutory requirement to provide an independent assessment of the preparedness of the combatant commands to carry out assigned missions as demonstrated through selected joint operations and CJCS- and CINC-sponsored training events. It provides one method within an overall joint assessment process (Joint Monthly Readiness Report (JMRR), JWCA, RAP, Integrated Priority List, etc., and others), which collectively contribute to the analysis and resolution of joint operations shortfalls. The JS, J-7/JEAD, executes this program on behalf of the Chairman. The Assessment Program process identifies strategic and operational shortfalls that prohibit a joint commander from achieving a mission or task, then forwards the shortfall to an issue resolution process for corrective action. The program provides an active collection and analysis source for joint operations, which enhances the overall value of the information found in the JLLP.

(3) Unsolicited Report. Commands and agencies are encouraged to validate and submit O/L/I as each occurs during events that do not require mandatory JAAR submissions. Substantive O/L/I that benefit the joint community are documented in the course of these operations and training events.

c. Process. Several functions occur within this step. While the basic purpose of each remains the same, the specific method or result may differ among organizations and activities. At the JLLP level the following process occurs:

(1) Collect. Each program level collects information from various collection activities using both active and passive means (e.g., JAARs, analysts, doctrine writers, etc.) in support of the JLLP. The process of collection actually occurs within the Input component of the JLLP explained above. Combatant commands and agencies, through formal or informal means, support the JLLP by conducting collection activities, assessments, and After-Action Reviews as a basis for forwarding relevant O/L/I to the next higher level. Accurate collection requires that each observer records data from specific events without bias. Observers identify the task, describe the event, and highlight facts and data to

corroborate the observation. The collection activity validates each O/L/I prior to forwarding to the next higher headquarters.

(2) Process. At each program level the POC reviews incoming reports for completeness. The using program level specifically ensures each report is submitted in the proper format, administratively correct, and linked to a Universal Joint Task. The higher headquarters coordinates with the submitting organization, as required, to correct shortcomings and ensure report accuracy prior to inclusion in the final report. Commands and agencies support this process by conforming to specified guidelines and instructions and internally validating reports prior to release. Quality assurance checks are a necessity at each level.

(3) Analyze. The purpose of analysis is to systematically review and assess information to identify its relevance to the joint warfighter. At each program level, the data provided is reviewed to determine relationships and form recommendations to optimize issue resolution and effectively share observations and lessons learned. The continuous nature of an organization's data analysis from various sources provides a unique capability and perspective in capturing emerging and recurring trends and potential issues of interest to the joint community.

(4) Maintain. Each program level should maintain O/L/I in an internal database.

(5) Distribute. The process of distribution actually occurs within the Output component of the JLLP explained below. The JCLL shares observations and lessons learned across the joint community. It performs this function by maintaining a user-accessible information database, publishing in joint media venues, supporting the Chairman's RAP, and providing customer support. Lessons learned information will also be integrated into and available in all phases of JTIMS. Commands and agencies fulfill the distribution requirement through the timely submission of a quality JAAR.

d. Output. Each program level distributes products and provides services in direct support of the JLLP. It directly supports the joint warfighting community by internally or externally disseminating lesson-learned information.

(1) Each program level maintains its own information database as a means to integrate lessons learned into planning, tactics, and training.

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(2) Information is disseminated through both a formal (JAAR, After-Action Report (AAR), etc.) and informal (submission of articles to various joint publications, command AARs, and briefings, etc.) process.

(3) The JCLL directly supports the issue resolution process by identifying and/or providing a repository of issues of joint significance that when viewed collectively identify potential warfighting shortcomings.

5. Summary. The JLLP provides a method for the joint community to share and exploit O/L/I of an operational and training nature to enhance joint warfighting effectiveness. The JLLP is comprised of interrelated formal and informal support systems. The quality and value of information in the JLLP is directly dependent on the quality of O/L/I provided by participants in the system. The importance of providing accurate reports of high quality cannot be understated.

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ENCLOSURE C

JOINT CENTER FOR LESSONS LEARNED

1. **Mission.** The JCLL collects, processes, analyzes, maintains, and distributes lessons learned, issues, and observations from operations, training events, and other sources to enhance the combat effectiveness of joint forces.
2. **Organization.** The JCLL is assigned to the JWFC, USJFCOM. The JCLL is lead by a government service civilian Director. The JCLL Director is supported by 10 contract employees who provide analysis and technical support. See Figure C-1.

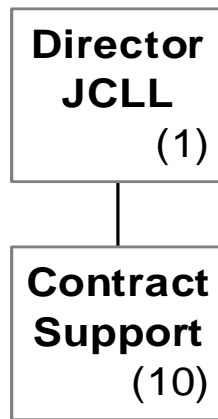


Figure C-1. JCLL Organization

3. **Tasks**

- a. The JCLL collects relevant O/L/I from joint operations and training events. The JCLL receives unclassified and classified input through the JAAR as well as unsolicited observations through connectivity to the SECRET Internet Protocol Router Network (SIPRNET).
- b. The JCLL processes JAAR-collected O/L/I and observations received from various sources. Processing includes initial classification and quality assurance checks for required fields, readability, logical content, clarity, and verification of linkage to the Universal Joint Task List (UJTL). The JCLL actively involves the submitting command in the processing of each report when discrepancies arise. To ensure the timely analysis of reports, it is imperative that the submitting command internally verify data for accuracy and clarity prior to submission. This

greatly reduces the required processing time during the initial review process.

c. The JCLL analyzes O/L/I to identify major topics and correlates results to determine findings that identify emerging issues or trends. The JCLL reviews O/L/I using data from available sources; i.e., other lessons learned databases, JMRR topics and JWCA issues, to add definition, clarity, and credence to submitted reports. The JCLL forwards potential issues and trends to the JS, J-7/JEAD, for review. When applicable, the JS, J-7/JEAD, forwards and monitors each issue through an established issue resolution process. Sound analysis is central to the identification of potential operational issues.

d. The JCLL maintains O/L/I in the JAAR database.

e. The JCLL distributes information by a variety of means. The JAAR database is accessible to users (combatant commands, Services, Service components, training commands, military education institutions, and other government agencies) through connectivity to the SIPRNET. The JCLL, in collaboration with JS, J-7/JEAD, prepares articles and research papers for inclusion in the JCLL Bulletin. The JCLL Bulletin is published quarterly to promote discussion and foster an exchange of ideas.

#### 4. Specific Tasks

a. Track and report (to JS, J-7/JEAD) monthly JAAR submissions from operations and joint training events.

b. Crosscheck inputs with the JAAR database as well as other lessons-learned databases as available; i.e., Services and other government agencies.

c. Operate a JCLL Help Desk to assist JLLP users in database search, requests for information, and assistance concerning joint lessons learned software.

d. Publish a quarterly JCLL Bulletin in collaboration with JS, J-7/JEAD.

e. Provide analysis in support of the issue resolution process.

f. Recommend potential issues to JS, J-7/JEAD, for review and possible incorporation into an issue resolution process.

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g. Monitor closed issues by reviewing USJFCOM event support and JS, J-7/JEAD, Assessment Reports in addition to JAARs to identify if they recur in exercises or operations, notifying JS, J-7/JEAD, when a resolved issue resurfaces.

h. Recommend applicable issues to JS, J-7/JEAD, for consideration as potential Chairman's Commended Training Issues (CCTI).

## 5. Support Capabilities

a. Exercise Support Capabilities. The JCLL, in coordination with JS, J-7/JEAD, provides support to the JWFC and the JS for a limited number of events annually. This support may include deploying JCLL personnel with the JWFC or with Joint Staff Assessment Teams to exercise locations, assisting JWFC and the JS with lessons-learned research, and assisting Supported Commands with JAAR preparation during JWFC-supported exercises.

b. JAAR Database. The JCLL maintains a JAAR database. The JAAR database contains lessons learned of interest to the joint community. Customers in the joint community may access and actively search this database via SIPRNET. The JCLL also maintains an archived database that maintains records for historical purposes.

c. Publications. The JCLL publishes a quarterly bulletin in collaboration with JS, J-7/JEAD. This bulletin provides the primary medium for the publication and dissemination of lessons learned and information of interest to the joint community. The Joint Community and Services may also submit articles of joint interest for publication to the JCLL. The JCLL may also occasionally publish articles of interest to the Armed Forces in various periodicals.

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## ENCLOSURE D

## JOINT AFTER-ACTION REPORT

1. Purpose. The purpose of this enclosure is to outline the reporting requirements required by the JLLP.
2. Report. A JAAR includes a summary and additional reports detailing all significant observations, lessons learned, and issues observed before, during, and after an operation or exercise. The JAAR is mandatory for all operations and selected joint exercises.
  - a. The Summary Report provides an official description of an operation or exercise detailing objectives, major participants, and limitations. The report provides a general description of the objectives and documents the facts; i.e., date and location of deployment, force structure of the participating joint force, unit specialties/capabilities, and special equipment/supplies deployed. It links Joint Mission Essential Task List (JMETL) tasks or operational objectives to UJTL tasks in the report.
  - b. The Lessons Learned Report documents a technique, procedure, or workaround that enabled a task to be accomplished to standard based on an identified deficiency or shortcoming. This report is mandatory for all identified lessons learned.
  - c. The Observation Report documents a technique or circumstance that significantly impacted an operation or training event that should be shared with the joint community. This report is mandatory for all identified observations.
  - d. The Issue Report documents a shortcoming, deficiency, or problem identified during an operation or training event that precludes performance to standard. This report is mandatory for all identified issues.
  - e. Report quality is absolutely critical in maintaining a world-class lessons learned program. Examples of specified reporting formats are available in Appendices A, B, C, and D of this enclosure.
3. Reporting Requirement
  - a. Operation. Each operation (e.g., real-world) precipitated by an Execute Order or Deployment Order from the National Command Authorities (NCA) requires an Interim, if operation is greater than 180

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days, and Final JAAR in accordance with this instruction. A Summary Report with all applicable O/L/I reports is required for each operation.

(1) Final JAAR. Unified commands submit a JAAR to the JCLL no later than 90 days following the conclusion of an operation.

(2) Interim JAAR. Unified commands submit an Interim JAAR to the JCLL detailing the first 180-day period of an operation. A follow-on Interim JAAR is required for each subsequent 180-day period through the official conclusion of the operation. An Interim JAAR must be forwarded to the JCLL within 90 days of the conclusion of each 180-day reporting period. Unified commands are not precluded by this policy from forwarding issues to an appropriate issue resolution process for action as soon as they are identified.

b. Exercise. The JS, J-7/JEAD, will coordinate with unified commands to identify a selection of joint exercises that require a final JAAR. A Summary Report and all applicable observations, lessons learned, and issues are required for specified joint exercises.

(1) Final JAAR. Unified commands submit a final JAAR to the JCLL no later than 90 days following the conclusion of an exercise.

(2) Selection. As a general rule, exercises considered for the submission of a formal JAAR will include: Category 2 -- Interoperability Training, Category 3 -- Joint Training, Category 4 -- Multinational Interoperability, Category 5 -- Joint/Multinational Training, and Category 6 -- Interagency/Intergovernmental Training Events. The CJCS- and CINC-sponsored exercises listed in the CJCS Joint Training Master Schedule (CJCSN 3501) or its subset publication, the Quarterly Schedule of Significant Military Exercises (CJCSN 3502), constitute the baseline from which JS, J-7/JEAD, in coordination with the unified commands, will identify exercises requiring a formal JAAR submission.

(3) Notification. The JS J-7, in collaboration with the unified commands, will release an annual message identifying selected exercises, by command, for which a JAAR is required.

(4) Event Cancellation. Commands are not required to submit any additional notification to the JCLL or JS, J-7/JEAD, when a designated exercise is canceled. The JS, J-7/JEAD, will monitor exercise schedules and provide updated schedule information to the JCLL for tracking as required.

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c. **Unsolicited Report.** Commands and agencies are encouraged to submit O/L/I identified during an operation, training exercise, or joint-related activity of joint significance. This instruction, however, does not prohibit a command from submitting a significant joint O/L/I for an exercise not identified by JS message.

4. **Submission Method.** A JAAR is submitted directly to the JCLL in the appropriate format using the designated lessons learned input program via electronic means to "jcll\_aar@hq.jfcom.smil.mil." See Appendix E to this Enclosure for specific lessons learned input program instructions.

5. **Writing Instructions.** The following procedures apply to each JAAR submission.

a. **Stand-Alone.** Each report must stand-alone; i.e., it must be a separate and searchable database entry.

b. **Acronyms.** Acronyms and abbreviations must be spelled out when first used.

c. **Command Designation.** Command designations must be explained when first used.

d. **Universal Language/UJTL.** Writers must craft each paragraph to be understood and properly interpreted by personnel from each Service and all theaters. Reference all tasks linked to the report from the current version of the UJTL (reference b).

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## APPENDIX A TO ENCLOSURE D

## SUMMARY REPORT EXAMPLE

UNCLASSIFIED

1. (U) LESSON LEARNED ID: 12131-00110  
DATABASE SEQUENCE NUMBER: 00004
2. (U) ORIGINATOR: USJFCOM, POC: LTC SAMPLE  
DSN: 111-2222, COMM: 111 222 3333
3. (U) OPEX: JTFEX 98-1, DATE OBSERVED: 02/04/98.
4. (U) TITLE: SUMMARY - JTFEX 98-1
5. (U) GENERAL DESCRIPTION:  
JTFEX 98-1 was a CJCS approved, USJFCOM scheduled, FORSCOM sponsored joint field training exercise employing Army, Navy, Air Force, Marines, and SOF elements in a littoral environment. Commander, XVIII Airborne Corps, was the Joint Task Force commander for this exercise. The general scenario for the exercise was built around an "emerging nation, multithreat environment, in the USEUCOM/USCENTCOM theater." JTFEX 98-1 was a Joint Mission Essential Task (JMET)/Joint Force interoperability based field training and assessment exercise. The primary training audience is forward deploying CONUS-based units and consisted of six general phases: deployment/FDOs, crisis response, deployment/FDOs, decisive combat, transition, and redeployment. The exercise featured multiservice force integration, component unit-level operations, and a Commander Joint Task Force (CJTF) staff. Predeployment certification of the Carrier Battle Group (CVBG), Amphibious Ready Group (ARG), and Marine Expeditionary Unit (MEU) is also a major aspect of the JTFEX. Additionally, a two-brigade airborne operation (BIG DROP) was conducted. The Navigation Warfare (NAVWAR) ACTDs were demonstrated during the exercise.
6. (U) DATES:
  - a. Phase I-Deployment/FDOs: 12-17 Jan 1998
  - b. Phase II-Crisis Response: 18-20 Jan 1998
  - c. Phase III-Deployment/FDOs: 21-24 Jan 1998
  - d. Phase IV-Decisive Combat: 25 Jan-01 Feb 1998
  - e. Phase V-Transition: 02-03 Feb 1998

f. Phase VI-Redeployment: 04-05 Feb 1998

7. (U) LOCATION OF OPERATIONS:

The JECG for the exercise was located at Fort Bragg, NC. Maritime operations, Blue and OPFOR, (exercise) were conducted in the West Atlantic Ocean, east coast in the Virginia Capes Operating Area (VCOA), Cherry Point Operating Area (CPOA), Jacksonville Operating Area (JOA), and the Puerto Rican Operating Area (PROA). Ground operations, Blue and OPFOR, were conducted at Camp Lejune, North Carolina; Camp Blanding, Florida; Camp Davis, NC; Fort Benning, Georgia; Fort Bragg, North Carolina. Air operations, Blue and OPFOR, were conducted in the VCOA, CPOA, PROA, over Fort Benning and Fort Bragg, Barksdale AFB, Hurlburt Field, Florida.

8. (U) LOCATION OF PERSONNEL:

Same as above.

9. (U) OBJECTIVES:

The following OP level task (UJTL ver 3.0) have been assigned to assess joint interoperability training:

- a. OP1.1.2: Conduct Intratheater Deployment and Redeployment of Forces Within Theater of Operations/JOA
- b. OP 1.2: Conduct Operational Maneuver
- c. OP 1.2.3: Concentrate Forces in a Theater of Operations/JOA
- d. OP 1.2.4.3: Conduct Forcible Entry: Airborne, Amphibious, and Air Assault
- e. OP 1.3.1: Overcome Operationally Significant Barriers, Obstacles, and Mines
- f. OP 1.5.1: Control Operationally Significant Land Area
- g. OP 1.5.2: Gain and Maintain Maritime Superiority in Theater of Operations/JOA
- h. OP 1.5.3: Gain and Maintain Air Superiority in Theater of Operations/JOA
- i. OP 2.5.1: Provide Intelligence for Theater of Operations
- j. OP 3.1: Conduct Joint Force Targeting
- k. OP 3.1.7: Develop Fire Support Coordination Measures
- l. OP 3.2.2.4: Conduct Nonlethal Attack on Personnel, Equipment, and Installations
- m. OP 4.2: Synchronize Supply of Fuel in Theater of Operations/JOA
- n. OP 5.1.2: Manage Means of Communicating
- o. OP 5.6: Employ Operational Information Warfare (IW)

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- p. OP 6.1: Provide Operational Airspace and Missile Defense
- q. OP 6.2.5: Provide Identification of Friendly Forces Within Theater of Operations/JOA
- r. OP 6.5: Provide Security for Operational Forces and Means
- s. OP 6.2.8: Establish NBC Protection in Theater

10. (U) LIMITATIONS:

There were a number of significant limitations noted during the execution of this exercise:

a. Available manpower was a major limitation. In addition to this exercise, UNIFIED ENDEAVOR 98-2 (Category 3 exercise) was being conducted at the same time, which is also a manpower intensive exercise. USJFCOM needs to establish a methodology to deconflict the overlapping of two major exercises.

b. An emerging real world operation forced the early recall of the carrier battle group and the amphibious ready group.

c. The JECG and the Joint Operational Support Team (JOIST) were well organized, manned, and led during this exercise. However, to maintain continuity between exercises and to increase emphasis on joint interoperability tasks, a permanent CINCUSJFCOM-led JECG and JOIST is preferable.

d. The exercise script Joint Intelligence and Simulation Master Plan (JISMAP) and scenario development process is at a level of maturity and flexibility to support other battle staffs to plan, control, and execute JTFEX series events. A move toward a CINCUSJFCOM centralized scenario production process is needed to further improve exercise efficiency and effectiveness.

e. The availability of observers for the JTF staff during this exercise was limited due to other exercises and real world operational requirements. CINCUSJFCOM should consider providing a more robust joint observer/trainer team to provide guidance and training to the JTF staff during category II exercises and to collect observations on joint interoperability to be incorporated into the exercise After Action Report (AAR).

f. The JTF HQ staff was not fully manned until 26 Jan 98, 14 days into the exercise. This resulted in limitations on planning by and guidance for the CVBG and ARG/MEU during the first two phases of the exercise:

1) NAVFOR requested operational deception (OPDEC) and psychological operation (PSYOPS) plans from the JTF HQ, which were not provided. The JTF HQ, which should have facilitated planning for tactical exploitation of PSYOPS capabilities, was not fully stood up until after opportunities during maritime operations had passed.

2) It took 2 days for the JTF HQ to respond to initial NAVFOR request for supplemental ROE.

g. Joint C4I. There were several limitations related to the C4I architecture required to support joint and combined operations.

1) Extensive use of SIPRNET homepages and email as a primary information management tool stresses current C4I capabilities for all components. This is compounded by a lack of trained and experienced information managers within the JTF HQ and component staffs.

2) The VTC on the ARG/MEU was nonoperational during much of the exercise due to internal C4I shortfalls. VTC problems also existed at the JFACC and JSOTF locations.

11. (U) MAJOR PARTICIPANTS:

a. ARMY

Commander, Joint Task Force 840 (CG XVIII ABN CORPS)  
XVIII ABN CORPS  
82d ABN DIV  
101st ASSLT BDG TF  
Army Air and Missile Defense Command  
20 ENG BDE  
525 MI BDE  
1 COSCOM

b. NAVY

Commander, Carrier Group SIX (CCG 6)  
Carrier Air Wing Seven (CVW 7)  
Commander, Destroyer Squadron TWENTY-TWO (CDS 22)

Commander, Amphibious Squadron SIX (CPR 6)  
JOHN C STENNIS BATTLE GROUP  
USS JOHN C STENNIS (CVN 74)      USS MONTEREY (CG 61)  
USS COLE (DDG 67)              USS SIMPSON (FFG 56)  
USS SANTA BARBARA (AE 28)      USNS PATUXENT (T-AO 201)  
USS PROVIDENCE (SSN 719)  
USS MINNEAPOLIS/ST PAUL (SSN 708)

WASP AMPHIBIOUS READY GROUP

USS WASP (LHD 1)                      USS SAN JACINTO (CG 56)  
USS PORTLAND (LSD 37)              USS TRENTON (LPD 14)  
USS LABOON (DDG 58)

c. AIR FORCE

8 Air Force	Air Mobility Command
1 Fighter Wing	23 Fighter Group
55 Wing	93 ACW
347 Wing	552 ACW
608 ACOMS	254 CCG
682 ASOS	169 Fighter Wing
192 Fighter Wing	

d. MARINES

II MARINE EXPEDITIONARY FORCE (Fwd)  
26 MARINE EXPEDITIONARY UNIT (SOC)

e. SOCACOM

Commander, Special Operations Command Atlantic Cmd  
3rd Special Forces Group              75th Ranger BN (-)  
528 Special Operations Spt BN (-)      112 Signal BN (-)  
160 SOAR (-)                              720 STG  
21 STS                                      22 STS  
Seal Team FOUR

f. USSOCOM

8 PSYOP BN

g. OPPOSING FORCES

10th MTN Div                              CTF 88

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1  
2 **APPENDIX B TO ENCLOSURE D**

3  
4 **LESSONS LEARNED REPORT EXAMPLE**

5  
6 UNCLASSIFIED

- 7  
8 1. (U) LESSON LEARNED ID: 16574-57108  
9 DATABASE SEQUENCE NUMBER: 00002  
10  
11 2. (U) ORIGINATOR: USCENTCOM J6-D, POC: LT COL PRACTICE  
12 DSN: 111-2222, COMM: 111 222 3333  
13  
14 3. (U) OPEX: DESERT THUNDER, DATE OBSERVED: 02/23/98.  
15  
16 4. (U) TITLE: LESSON LEARNED -- Standardized SIPRNET Web  
17 Pages for Crisis Operations  
18  
19 5. (U) OBSERVATION:  
20 The Joint Staff requested each CINC create a set of  
21 standard links on their website for use during a crisis in  
22 J33-CSOD message 220118Z JAN 98, Subject: Standardization  
23 of SIPRNET Homepages. These links contain warfighter  
24 information spanning all functional areas.  
25  
26 6. (U) DISCUSSION:  
27 US Central Command's set of links, accessible via the  
28 SIPRNET, was placed under the heading "Mission Critical  
29 Links" at the homepage level. The most critical link  
30 within this list was the Crisis Response Cell (CRC)/Crisis  
31 Action Team (CAT) page. CCJ3-0 established policy for the  
32 information placed on that page. Other directorates  
33 funneled their requests for links on that page through  
34 CCJ3-0. Agencies outside USCENTCOM found access to DESERT  
35 THUNDER data easier and directorates within the  
36 headquarters understood the internal information linkages  
37 better as the operation progressed. CCJ3 control of the  
38 web information flow via the CAT paralleled traditional  
39 quality assurance steps for paper production. Web postings  
40 were elevated to the "record" level.  
41  
42 7. (U) LESSON LEARNED:  
43 The establishment of a single source for links on the  
44 SIPRNET web page improved the quality of and access to  
45 crisis data, reducing distribution delays and confusion.  
46 The Web was used more extensively than ever before and

1 proved its reliability and value for command and control.

2

3 8. (U) RECOMMENDATION:

4 US Central Command's process and Web capability worked  
5 well. Recommend this implementation be used as a model for  
6 other CINCs.

7

8 9. (U) COMMENT:

9 This Lesson Learned is applicable outside of US Central  
10 Command. Action is required of all CINCs.

11

12 TASK DATA

13

14 Task: ST 5.1 OPERATE AND MANAGE THEATER C4I  
15 ENVIRONMENT.

16

17

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**APPENDIX C TO ENCLOSURE D**  
**OBSERVATION REPORT EXAMPLE**

UNCLASSIFIED

1. (U) LESSON LEARNED ID: 37037-01452  
DATABASE SEQUENCE NUMBER: 00003
2. (U) ORIGINATOR: USASETAF, POC: LTC WORKER  
DSN: 111-2222, COMM: 111 222 3333
3. (U) OPEX: AGILE LION 99, DATE OBSERVED: 01/25/99.
4. (U) TITLE: OBSERVATION -- Information Operations (IO) Matrix.
5. (U) OBSERVATION:  
The US Army Southern European Task Force (SETAF) JTF HQ uses a unique IO "matrix" construct to depict the desired "end state" for IO resources(e.g., PAO, offensive IO, defensive IO, CA, PSYOP, EW, OPSEC, etc.) for each phase of an operation.
6. (U) DISCUSSION:  
The IO matrix observed during AGILE LION (AL 99) is the culmination of efforts initiated during AG 98 by the SETAF staff and the Army's Land Information Warfare Activity (LIWA). The IO matrix depicts the desired operational end-state for each IO component. For example, Phase I on an OPLAN might list the desired end-state for the following IO components: PAO, offensive IO, defensive IO, CA, PSYOP, IW, OPSEC, deception, etc. The SETAF JTF staff J-7 has the lead for IO planning. The J-7 provides IO input to OPLANs, OPORDs, and fragmentation orders (FRAGOs) through the JTF Chief of Staff to the J3 for execution. IIO begins with "stand up" of the JTF. The IO staff develops a "strawman" IO matrix with input from the JTF staff. This matrix is prioritized in accordance with the Joint Integrated Priority Target List (JIPTL) by the Joint Target Coordination Board Working Group/Information Operations Working Group (JTCBWG/IOWG). Once approved, the matrix is refined and presented to the JTCB for approval and integration into the tasking order (TO) by either the air tasking order (ATO) or fragmentation order (FRAGO).

7. (U) LESSON LEARNED:  
None.

8. (U) RECOMMENDATION:  
Incorporate, as appropriate, in Joint Pub 3-13; consider  
using IO matrix construct in appropriate IO instruction in  
JPME curricula.

9. (U) COMMENT:  
None.

TASK DATA

Task:

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APPENDIX D TO ENCLOSURE D

ISSUE REPORT EXAMPLE

UNCLASSIFIED

1. (U) LESSON LEARNED ID: 96803-84748  
DATABASE SEQUENCE NUMBER: 00001
2. (U) ORIGINATOR: USCENTCOM, POC: LTC EXAMPLE  
DSN: 111-2222, COMM: 111 222 3333
3. (U) OPEX: DESERT THUNDER, DATE OBSERVED: 04/21/98.
4. (U) TITLE: ISSUE -- Acquisition and Cross-Servicing Agreement
5. (U) OBSERVATION:  
The Acquisition and Cross-Servicing Agreement (ACSA) enhanced coalition logistics support, but component comptrollers were unsure how to implement procedures to receive timely reimbursement.
6. (U) DISCUSSION:
  - a. (U) DOD Directive 2010.9 provides policy for the acquisition and transfer of logistic support, supplies, and services under the ACSA. However, DOD lacks any instruction that provides the funding details to be used during execution of ACSA transactions.
  - b. (U) USCENTCOM component commanders are responsible to provide the full range of logistical support to the Coalition countries assigned to them. ACSA allows the responsible US Component to transfer logistical support, supplies, and services to Coalition partners using reciprocal pricing principles for all acquisitions or transfers. All transactions must be reimbursable by Payment-in-Kind, Replacement-in-Kind, or Equal Value Exchange.
  - c. (U) On the reimbursable side, coalition country forces fall into one of two categories:
    - (1) (U) Countries with which we currently have an Acquisition Cross-Servicing Agreement (ACSA countries); and

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(2) (U) All other countries (non-ACSA countries).

d. (U) The US currently has ACSAs with the following countries: Australia; Bahrain; Canada; Czech Republic; Denmark; France; Germany; Hungary; Italy; Netherlands; Norway; Poland; and the United Kingdom. For non-ACSA countries (e.g., Argentina, New Zealand, Romania, Senegal, Bangladesh, Ukraine, Kuwait, and Oman) logistic support may only be provided under an existing FMS case. Absent an FMS case, no legal authority exists for US forces to provide support to coalition forces from that country. Accordingly, support for these forces is a national vice US responsibility.

7. (U) LESSON LEARNED:  
None, this is an issue.

8. (U) RECOMMENDATION:  
OSD comptrollers need to provide funding and reporting guidance to service components under a Department of Defense (DOD) instruction. OSD prepare a Department of Defense Instruction providing the necessary funding and reporting guidance.

9. (U) COMMENT:  
None.

TASK DATA

Task: SN 3.1.3 SUPPORT ESTABLISHMENT OF ACCESS AND STORAGE AGREEMENTS

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APPENDIX E TO ENCLOSURE D

WINDOWS JOINT INSTRUCTIONAL INPUT PROGRAM

1. Overview

a. Window Joint Instructional Input Program (WinJIIP) was designed (and is also maintained) by the US Navy as the Joint Services version of the WinJIIP software program. This program provides an easy-to-use "Lessons Learned Program" observation input capability.

b. The software does not require special skills or tools to install. It is a stand-alone program and can be installed on any authorized computer within an organization. It will work on any computer using a Win 95/98/NT Operating System (OS). The software requires approximately 7 Mb of hard disk space, not including data files. There are no other special requirements.

c. The latest version of the software program can be downloaded from either of the JCLL's Websites at the following Universal Resource Locators (URL):

SIPRNET URL -- <http://jcll.jwfc.jfcom.smil.mil>, or

NIPRNET URL -- <http://www.jtasc.jfcom.mil/jcll/>.

d. Users must have a registered ".mil" address to access the JCLL Unclassified but Sensitive Internet Protocol Router Network (NIPRNET) Website (e.g., users cannot access the JCLL's website from a commercial network address). Follow instructions and links on the public web page to request a Userid and Password from the JWFC System Administrator or contact the JCLL directly for assistance in accessing the NIPRNET Website.

2. Program Features and Installation

a. Naming Files and Subdirectories. This program does not understand the long folder and file names that Windows 95/98/NT allows. Use the standard naming convention of five alpha characters in length (e.g., "abcde") when creating a folder for program file installation, lesson database files, or when naming data, export, or report files.

b. Program Installation. Copy the .exe file (JIIPVxx.exe, where xx is the version indicator) into its own folder (suggest using "WinJIIP" as folder name) and double click. The .exe file will begin writing files to the

1 folder. When completed, double click the WINJIIP.exe file to start the  
2 program.

3  
4 **3. General Considerations.** Joint Service requirements include:

5  
6 a. Each report must stand alone (i.e., it must stand on its own merits  
7 without reference to another report or document).

8  
9 b. Each acronym and abbreviation must be spelled out the first time  
10 it appears in the document.

11  
12 c. Command designations must be explained the first time that they  
13 are used in the document.

14  
15 d. Each report paragraph should be written to be understood and  
16 properly interpreted by personnel from each Service and all theaters.

17  
18 **4. Creating Reports**

19  
20 a. Data Entry. WinJIIP guides users through the standard format for  
21 writing a report. This standardization ensures users include important  
22 information. This feature also makes it easier to find and analyze  
23 information. All screens are preformatted. As the user moves to each  
24 field, specific information and directions for the data required will be  
25 displayed in the "Help Window."

26  
27 (1) Press "New" to create and open a new file (if the user is adding  
28 a lesson to an existing file, press "Open," select and open the file, press  
29 "Edit" to move to the lesson editing screen, then press "Add").

30  
31 (2) When the "Specify Type" window pops up, choose either  
32 "Lesson Learned" or "Summary Report."

33  
34 (3) The program will automatically add a blank document and  
35 display it for the user to edit.

36  
37 (4) Enter data into each field (the "Help Window" provides  
38 information on content and format).

39  
40 (5) Press "Text" to save the data entered, then move to the  
41 narrative text screen.

42  
43 (6) Enter Lessons Learned/Summary Report data into each  
44 narrative field.

45

1 (7) Press “Save and Exit” to save the narrative data, then return  
2 to the previous screen.

3  
4 (8) Press “Task” to access the screens for adding tasks,  
5 conditions, and measures information (as applicable).

6  
7 (9) Press “Save and Exit” to save the task data and return to the  
8 previous screen.

9  
10 (10) Press “Add” and repeat the above steps until all documents  
11 have been entered.

12  
13 b. Pop-Up Windows. Some data fields have “pop-up windows” to  
14 provide standard entries such as classification or downgrading  
15 information. If a field has a pop-up window, the user will see a small  
16 button with a “down arrow” immediately to its right. Click on the down  
17 arrow to display the window and click on the desired entry to select it.

18  
19 c. Blank Fields. When drafting a report, the user may not need to  
20 use all of the narrative text fields (for example, the OBSERVATION may  
21 be complete without any additional DISCUSSION). Complete information  
22 is desired, but duplication from one field to the next is not. The program  
23 will accept blank fields.

24  
25 d. Size Limitations. The user can overload a narrative paragraph  
26 field. Each narrative paragraph is limited to 10,000 characters;  
27 therefore, information must be succinct. When the user is finished  
28 entering data, printing draft copies, or editing the report, the report can  
29 be submitted by exporting the information to a WinJIIP formatted  
30 American Standard Code for Information Interchange (ASCII) file using  
31 the “Export” option. Once an export ASCII file has been created it can be  
32 forwarded to the appropriate command.

33  
34 e. Classification Markings. Each report must be properly marked for  
35 classification, distribution limitations, and downgrading instructions.  
36 While the program requires an overall lesson classification, to include a  
37 classification for each narrative paragraph, the user is also responsible  
38 for properly entering a classification marking for each narrative  
39 subparagraph as well.

40  
41 5. Exporting a File. Exporting is used to submit reports electronically.  
42 Exporting creates an ASCII file, which can be imported by WinJIIP to  
43 another computer or into other databases to create a master database.  
44 Use the “Submit Lesson” button to export a file.

45

1 **6. Importing a File**

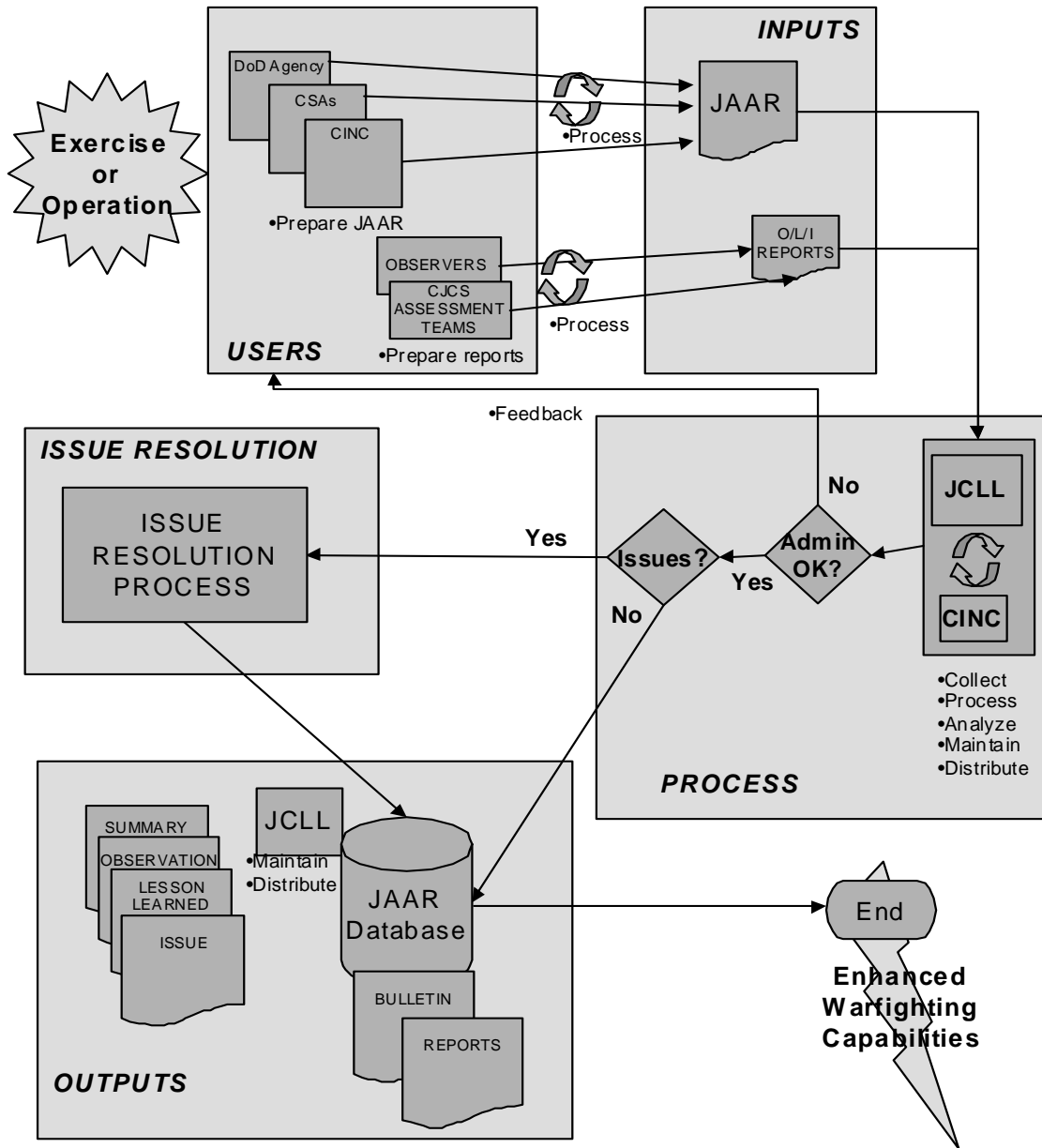
2  
3 a. Importing a file is the most useful way to combine many  
4 databases. With an ASCII file the user needs to decide whether to create  
5 a new database or add to an existing database. If the user wants to  
6 create a new database, then select create "New" from the menu (the ASCII  
7 file will not be visible at this time), name it, choose the destination  
8 directory, then click "OK." The user will be asked to enter a report,  
9 indicate "No" and go to "Import-formatted ASCII." Browse to the file and  
10 click "OK."

11  
12 b. If the user desires to merge one database with another, open the  
13 current database and select "Import ASCII File." The ASCII file will be  
14 added to the current database. If there is a duplicate WinJIIP number,  
15 the user will be given a warning that a duplicate exists requiring the user  
16 to select "Skip, Import, or Replace."  
17



APPENDIX F TO ENCLOSURE D

REPORT FLOW DIAGRAM



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## GLOSSARY

### PART I -- ABBREVIATIONS AND ACRONYMS

AAR	After-Action Report
ASCII	American Standard Code for Information Interchange
CCTI	Chairman's Commended Training Issue
CINC	Commander-in-Chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CSA	Combat Support Agency
DOD	Department of Defense
DODIIS	Department of Defense Intelligence Information System
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, People, and Facilities
EAD	Evaluation and Analysis Division
FEMA	Federal Emergency Management Agency
JEAD	Joint Exercise and Assessment Division
JAAR	Joint After-Action Report
JAARS	Joint After-Action Reporting System
JCLL	Joint Center for Lessons Learned
JLLP	Joint Lessons Learned Program
JMETL	Joint Mission Essential Task List
JMRR	Joint Monthly Readiness Review
JS	Joint Staff
JTIMS	Joint Training Information Management System
JWCA	Joint Warfighting Capabilities Assessment
JWFC	Joint Warfighting Center
NCA	National Command Authorities
NIPRNET	Unclassified but Sensitive Internet Protocol Router Network
O/L/I	observation, lessons learned, issue

OPR	Office of Primary Responsibility
OS	operating system
OSD	Office of the Secretary of Defense
POC	point of contact
RAP	Remedial Action Program
SCI	Sensitive Compartmented Information
SIPRNET	SECRET Internet Protocol Router Network
UJTL	Universal Joint Task List
URL	Universal Resource Locations
USJFCOM	United States Joint Forces Command
USSOCOM	United States Special Operations Command
WinJIIP	Windows Joint Instructional Input Program

## PART II -- DEFINITIONS

analysis. The process of organizing and evaluating information to facilitate use; information subjected to review in order to identify significant facts for subsequent interpretation.

issue. A shortcoming, deficiency, or problem identified during an operation or training event that precludes performance to standard. Upon approval of this publication, this term and its definition will be nominated for inclusion in Joint Publication JP 1-02.

Joint After-Action Report (JAAR). A written report that provides the official description (Summary Report) of an operation or training event and identifies lessons learned, issues, and/or observations.

Joint Training Information Management System (JTIMS). The tools that provide automation support to the four phases of the Joint Training System. The four phases are defined as Requirements, Plan, Execution, and Assessment.

Joint Universal Lessons Learned System (JULLS). A DOS-based software program phased out of general use. WinJIIP replaced JULLS.

lesson learned. A technique, procedure, or practical workaround that enabled a task to be accomplished to standard based on an identified deficiency or shortcoming. Upon approval of this publication, this term and its definition will be nominated for inclusion in Joint Publication JP 1-02.

observation. A technique or circumstance that significantly impacted an operation or training event that should be shared with the joint community. Upon approval of this publication, this term and its definition will be nominated for inclusion in Joint Publication JP 1-02.

operation. A military action or the carrying out of a strategic, tactical, service, training, or administrative military mission; the process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

Remedial Action Program. A CJCS program managed to improve joint warfighting capability by identifying real-world impediments to warfighting capability, then assigning responsibility for and tracking corrective action throughout the Department of Defense.

Summary Report. An official description of an operation or exercise detailing objectives, major participants, locations, dates, and limitations of the event. The Summary Report in addition to all relevant issues, lessons learned and observations, is mandatory for all real-world operations and for selected exercises identified by JS message.

Windows Joint Instructional Input Program (WinJIIP). The recommended windows-based software application used to submit a Joint After-Action Report.