



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-J3/4/7
DISTRIBUTION: A

CNGBI 7400.01
07 August 2025

NATIONAL GUARD JOINT LESSONS LEARNED PROGRAM

References: See Enclosure B.

1. Purpose. This instruction establishes policy and assigns responsibilities for the National Guard (NG) Joint Lessons Learned Program (JLLP) in accordance with reference a.
2. Cancellation. This instruction cancels and replaces Chief of the National Guard Bureau Instruction 3300.03, 04 November 2016, "Joint Lessons Learned Program."
3. Applicability. This instruction applies to the NG. Unless the context indicates otherwise, the term "NG" means the National Guard Bureau (NGB), the Army National Guard, the Air National Guard, and the NG's of the States, Territories, and the District of Columbia.
4. Policy. It is NGB policy to organize, operate, and administer a NG JLLP at the NGB and at each NG Joint Force Headquarters-State.
 - a. The NG JLLP provides a common learning framework and links knowledge gained from NG domestic operations, homeland defense activities, and joint activities with joint warfighting requirements. It informs and guides joint capability development, requirements oversight, and the joint force development activities of joint doctrine, training, education, and concept development as described in reference a through reference g.
 - b. The NG JLLP will continuously improve readiness, capabilities, and operational effectiveness by capturing and sharing lessons learned and best practices supporting organizational learning. The JLLP includes an integrated Joint Issue Resolution Process focused on solving unresolved issues output by the joint lessons learned process. The NG JLLP strives to reduce redundancy and enable more effective resource management.
 - c. The NG JLLP focuses on lessons learned, best practices, and unresolved issues arising out of NG domestic operations, homeland defense activities, and joint activities.

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d. The NG JLLP does not replace Service-level lessons learned programs or attempt to resolve Service-specific issues.

e. All NG personnel will use the Joint Lessons Learned Information System (JLLIS) as the centralized repository for observations, issues, lessons learned, best practices, and After Action Reports. JLLIS is the Department of Defense system of record for gathering, developing, and disseminating joint lessons learned for the armed forces.

f. NG JLLIS users process, transmit, store, and maintain lessons learned using JLLIS databases over the Non-classified Internet Protocol Router Network, Secret Internet Protocol Router Network, or the Joint Worldwide Intelligence Communications System, as required for the necessary level of information protection.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction was revised to conform with the 2021 reissuance of reference a. The assigned number of this document changed from 3300.03 to 7400.01. Structural changes necessitated further revision to the Responsibilities section. Detailed JLLP procedural information was removed for inclusion into a Chief of the NGB Manual.

8. Releasability. This instruction is approved for public release; distribution is unlimited. It is available at <<https://www.ngbpmc.ng.mil/>>.

9. Effective Date. This instruction is effective upon publication and must be reviewed annually by the Proponent/Office of Primary Responsibility for continued validity, and must be revised, reissued, canceled, or certified as current every ten years.



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Enclosures:

- A -- Responsibilities
- B -- References
- GL -- Glossary

ENCLOSURE A

RESPONSIBILITIES

1. NGB Director of Staff. The NGB Director of Staff will:
 - a. Ensure the implementation of this instruction.
 - b. Establish detailed procedures to implement the policies outlined in this instruction, and as necessary, to operate an effective NG JLLP.
 - c. Ensure NGB Joint Staff participation in the NG JLLP.
2. Office Chiefs within the Office of the Chief of the NGB. The Office Chiefs will:
 - a. Participate in the NG JLLP.
 - b. Forward best practices and lessons learned through JLLIS to NGB-J3/4/7.
3. NGB Operations Directorate (NGB-J3/4/7). The Director of NGB-J3/4/7 will:
 - a. Oversee the NG JLLP.
 - b. Represent the NG as a member of the Joint Staff Directorate for Joint Force Development (J-7) Lessons Learned General Officer Steering Committee.
 - c. Establish an NG JLLP Council of Colonels to coordinate solving unresolved issues discovered during the joint lessons learned process.
 - d. Transmit issue resolution recommendations made by the NG JLLP Council of Colonels to the appropriate staffing process for follow-on action if unresolvable at this level.
 - e. Appoint the NG JLLP Council of Colonels Chairperson.
 - f. Appoint a representative to the J-7 Lessons Learned Council of Colonels.
 - g. Appoint representatives as required to the J-7 Issue Resolution Process, the J-7 Joint Lessons Learned Working Group, and the wider joint lessons learned community.
 - h. Ensure the NG JLLP is integrated with NG joint capability development, requirements oversight processes, joint doctrine development, joint training, joint education, joint concept development, and the National Exercise and Chairman's Exercise Programs.
 - i. Ensure the NG JLLP nests within the NG Enterprise Governance System in accordance with reference h.

j. Establish and operate the NG JLLP Lesson Manager (LM) Working Group (LMWG) and appoint a chairperson.

k. Appoint a JLLIS Program Manager and ensure the proper administration of NG support within JLLIS.

l. Coordinate and execute active collection through interviews and direct observation of NGB activities and State NG operations, events, and exercises. Request support from commands, Services, or other agencies when active collection requirements exceed NGB-J3/4/7 capabilities.

m. Prepare NG JLLP annual reports and on-demand After Action Reports relevant to NG domestic operations and joint activities.

4. NGB Joint Staff Directors. The NGB Joint Staff Directors will:

a. Participate in the NG JLLP.

b. Appoint a primary and alternate LM to represent their directorate to the NG JLLP LMWG.

c. Appoint a representative to the NG JLLP Council of Colonels.

5. Director of the Army National Guard and Director of the Air National Guard. The Director of the Army National Guard and the Director of the Air National Guard will:

a. Participate in the NG JLLP.

b. Appoint a primary and alternate LM to represent their Service at the NG JLLP LMWG.

c. Appoint a representative to the NG JLLP Council of Colonels.

d. Forward best practices and lessons learned applicable to the NG through JLLIS to the NGB-J3/4/7.

e. Provide NG specific issues unresolvable at the Service level to the NG JLLP LMWG for possible inclusion into the NG Joint Issue Resolution Process.

6. The Adjutants General and the Commanding General of the District of Columbia. The Adjutants General and the Commanding General, under the authority, direction, and control of their Governors or chain of command should:

a. Establish a JLLP for their respective NG Joint Force Headquarters-State in accordance with this instruction and reference a.

b. Appoint an LM to coordinate a JLLP.

- c. Appoint a JLLIS administrator.
- d. Forward NG-specific best practices and lessons learned through JLLIS to the NGB-J3/4/7.
- e. Forward NG-specific issues unresolvable at the State, Territory, or the District of Columbia level to the NGB-J3/4/7 using JLLIS for possible inclusion into the NG Joint Issue Resolution Process.

ENCLOSURE B

REFERENCES

PART I. REQUIRED

- a. Chairman of the Joint Chiefs of Staff (CJCS) Instruction 3150.25 Series “Joint Lessons Learned Program”
- b. Chief of the National Guard Bureau (CNGB) Instruction 8201.1B, 08 November 2021, “National Guard Joint Capability Assessment and Development Process”
- c. CNGB Instruction 8202.00, 06 June 2022, “National Guard Requirements Oversight”
- d. CNGB Instruction 7000.01A, 04 October 2021, “Joint Doctrine Development”
- e. CNGB Instruction 7201.01, 26 April 2017, “Joint Training Policy”
- f. CJCS Instruction 3030.01A, 03 October 2022, “Implementing Joint Force Development and Design”
- g. Department of Defense (DoD) Instruction 3020.47, 29 January 2019, “DoD Participation in the National Exercise Program (NEP)”
- h. CNGB Directive-Type Memorandum 5004.00, 30 July 2024, “National Guard Enterprise Governance System”
- i. DoD Directive 7045.20, 25 September 2023, “Capability Portfolio Management”
- j. Title 32 United States Code, Section 901, 03 January 2016, “Definitions”
- k. Multi-Service Tactics, Techniques, and Procedures Publication (ATP 3-28.1, MCRP 3-30.06, NTTP 3-57.2, AFTTP 3-2.67, CGTTP 3-57.1), 11 February 2021, “Multi-Service Tactics, Techniques, and Procedures for Defense Support of Civil Authorities”

PART II. RELATED

- l. DoD Directive 3025.18, 29 December 2010, “Defense Support of Civil Authorities,” Incorporating Change 2, 19 March 2018
- m. DoD Directive 3160.01, 25 August 2008, “Homeland Defense Activities Conducted by the National Guard,” Incorporating Change 2, 06 June 2017
- n. DoD Directive 5105.77, “National Guard Bureau,” 30 October 2015, Incorporating Change 1, 10 October 2017

- o. CJCS Instruction 5120.02F, 05 May 2023, “Joint Doctrine Development System”
- p. CJCS Instruction 5123.01I, 30 October 2021, “Charter of the Joint Requirements Oversight Council and Implementation of the Joint Capabilities Integration and Development System”
- q. CJCS Manual 5120.01C, 20 June 2023, “Joint Doctrine Development Process”
- r. CNGB Instruction 1001.01, 29 June 2016, “National Guard Joint Force Headquarters-State,” Incorporating Change 1, 08 April 2024
- s. CNGB Instruction 3000.04, 24 January 2018, “National Guard Bureau Domestic Operations”
- t. CNGB Instruction 5101.01, 31 July 2024, “National Guard Bureau Organization and Principal Official Responsibilities,” Incorporating Change 1, 27 September 2024
- u. CNGB Instruction 7000.01A, 04 October 2021, “Joint Doctrine Development”
- v. CNGB Instruction 5400.01A, 08 April 2025, “National Guard Bureau Advisory Committee Management Program”
- w. Joint Publication 3-27, 12 December 2023, “Joint Homeland Defense”
- x. Joint Publication 3-28, 23 September 2024, “Defense Support of Civil Authorities”
- y. Army Regulation 11-33, 28 August 2022, “Army Lessons Learned Program”
- z. Air Force Instruction 90-1601, 26 September 2018, “Air Force Lessons Learned Program”

GLOSSARY

PART I. ACRONYMS

JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
LM	Lesson Manager
LMWG	Lesson Manager Working Group
NG	National Guard
NGB	National Guard Bureau
NGB-J3/4/7	National Guard Bureau Operations Directorate

PART II. DEFINITIONS

After Action Report -- A summary report that identifies key observations of deficiencies and strengths and focuses on performance of specific mission essential tasks. This may include issues requiring resolution to eventually becoming lessons learned (see reference a).

Best Practice -- A validated method or procedure which has consistently shown results superior to those achieved with other means and appears to be worthy of replication (see reference a).

Capability -- The ability to complete a task or execute a course of action in the presence of specified conditions and at a defined level of performance (see reference i).

Homeland Defense Activity -- An activity undertaken for the military protection of the territory or domestic population of the United States, or of infrastructure or other assets of the United States determined by the Secretary of Defense as being critical to national security, from a threat or aggression against the United States (see reference j).

Issue -- An observed, analyzed, and validated shortcoming, deficiency, or problem that precludes performance to standard and requires resolution-focused problem solving (see reference a).

Joint Issue Resolution Process -- An improvement process intending to resolve issues arising out of the joint lessons learned process using a collaborative, cross-functional method.

Joint Lessons Learned Program -- A knowledge management program established to enhance joint capabilities through discovery, validation, resolution, evaluation, and dissemination of lessons from joint operations, training agents, exercises, experiments, and other activities involving National Guard assets (see reference a).

Lessons Learned -- A resolved issue or best practice that improves operations or activities and results in an internalized change to capability, process, or procedure (see reference a).

Lessons Learned Council of Colonels -- Composed of Colonel planners from each National Guard Bureau Joint Staff Directorate and National Guard Service Staffs who collaboratively review all resolution recommendations referred by the Lesson Manager Working Group. This council adjudicates outstanding issues, provides guidance on issue resolution plans, approves issues for closure once resolved, and submits issue recommendations requiring general officer involvement or resolution to the appropriate staffing process for follow-on action if unsolvable at the Colonel level.

Lesson Manager -- The individual or designated office of primary responsibility for the organization's lessons learned program. The Lesson Manager is responsible to the organization's Commander for managing the observations and recommendations, and lessons learned of that organization, and manages lessons learned information through the Joint Lessons Learned Information System as the Joint Lessons Learned Program information system of record. The lesson manager assists in identifying and documenting issues and, as appropriate, coordinates on and tracks their progress towards resolution (see reference a).

Lesson Manager Working Group -- Composed of lesson managers from across the National Guard Bureau Joint Staff, National Guard Bureau Service Staffs, and each National Guard Joint Force Headquarters-State, Joint Force Headquarters-Territory, and the National Guard Joint Force Headquarters for the District of Columbia. The Lesson Manager Working Group receives, and staffs, unresolved issues arising from the National Guard Joint Lessons Learned Program and provides resolution recommendations to the Lessons Learned Council of Colonels.

National Guard Domestic Operations -- Support provided by the National Guard, of several States while in State active duty status or United States Code Title 32 duty status, to civil authorities for domestic emergencies and designated law enforcement and other activities (see reference k).