



CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NG-J3/7
DISTRIBUTION: A

CNGBI 3300.03
04 November 2016

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) (NG JLLP) in accordance with (IAW) reference a.
2. Cancellation. This instruction cancels the National Guard Bureau Joint Issue Resolution Board Charter, 01 March 2011.
3. Applicability. This instruction applies to all NG elements.
4. Policy. It is NG policy to:
 - a. Establish a JLLP at the National Guard Bureau (NGB) and in each NG Joint Force Headquarters-State (NG-JFHQs-State) to capture observations, lessons learned (LL), and best practices for enhancing readiness, capabilities, and effectiveness of NG operations, reducing redundancies, and managing costs effectively IAW mission goals as they pertain to domestic operations and joint activities.
 - b. All NG elements will use the Joint Lessons Learned Information System (JLLIS) as the centralized repository for observations, issues, LL, best practices, and After Action Reports (AAR).
 - c. NG JLLIS users will process, transmit, store, and maintain JLLP information at the requisite level of protection using the JLLIS database – Non-secure Internet Protocol Router Network, SECRET Internet Protocol Router Network or Joint Worldwide Intelligence Communications System.
5. Definitions. See Glossary.

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6. Responsibilities. See Enclosure A.
7. Summary of Changes. This is the initial publication of CNGBI 3300.03.
8. Releasability. This instruction is approved for public release; distribution is unlimited. Obtain copies through <<http://www.ngbpd.c.ngb.army.mil>>.
9. Effective Date. This instruction is effective upon publication, and must be reissued, canceled, or certified as current every five years.



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Enclosures:

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

ENCLOSURE A

RESPONSIBILITIES

1. Director of National Guard Joint Staff Directorate of Domestic Operations and Force Development (NG-J3/7). The Director of NG-J3/7 will:
 - a. Designate a General Officer as the NG JLLP Executive Leader.
 - b. Develop, coordinate, and promulgate guidance for operations of the NG JLLP IAW this instruction.
2. JLLP Executive Leader. The JLLP Executive Leader will:
 - a. Oversee the NG JLLP.
 - b. Represent the NG as a member of the Joint Chiefs of Staff LL General Officer Steering Committee (LL GOSC).
 - c. Chair the NGB LL GOSC.
 - d. Appoint a Chairperson to the NGB LL Council of Colonels (LL COC).
3. NG-J37 Doctrine and Lessons Learned Branch (NG-J377). NG-J377 will:
 - a. Manage the NG JLLP.
 - b. Ensure the proper administration of the JLLIS system.
 - c. Provide JLLP and JLLIS training.
 - d. Manage the Joint Issue Resolution Process (JIRP) by facilitating the existing NGB Lesson Manager Working Group (LMWG), LL COC, and LL GOSC and the identification of a potential Office of Primary Responsibility (OPR) for stewarding the issue through the issue resolution process.
 - e. Execute active collection through direct observation of NGB activities. Request support from other commands, Services, or other agencies when NGB-level active collection requirements exceed NGB capabilities.
 - f. Submit cross-cutting best practices, issues, and trends that have Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy relevant to the LMWG for resolution. This includes issues identified by the Capability Assessment Integrated Product Team.

g. Generate analytical products for improving NG capabilities, to include an annual analysis of NG domestic operations and exercises using JLLIS, AARs, and similar documents in support of the NGB Joint Capability Assessment and Development Process.

h. Prepare JLLP annual reports.

i. Ensure the NG is represented on the Joint Chiefs of Staff LL Action Officers Working Group, LL O-6 Planner Working Group (WG), and LL GOSC.

4. NG Joint Staff (NGJS) Directors. NGJS Directors will:

a. Participate in the NG JLLP.

b. Appoint a primary and alternate Lesson Manager (LM) to represent their directorate on the NGB LMWG.

c. Appoint a representative to the NGB LL COC.

d. Appoint a representative to the NGB LL GOSC.

e. Ensure their directorate's LM establishes a process for resolving internal issues and sharing best practices.

f. Encourage division chiefs to appoint LMs within their division, as required.

g. Capitalize on training, operations, exercises, and real-world events to collect and validate observations.

h. Forward best practices and issues requiring resolution above the directorate level through their directorate's LM to the NGB LMWG, via the NG-J377, for consideration and input into the JIRP.

i. Review JLLIS data to identify ways to improve current and future activities.

j. Integrate LL into operational plans, training programs, and exercises.

5. Directors of the Army and Air National Guard (DARNG) and (DANG). The DARNG and DANG will:

a. Appoint a primary and alternate LM to the NGB LMWG to ensure Service-specific representation.

b. Appoint a representative to the NGB LL COC.

- c. Appoint a representative to the NGB LL GOSC.
- d. Encourage directorates and division chiefs to appoint LMs, as required.
- e. Participate in the NG JLLP.
- f. Exploit training, exercises, operations, and real-world events to collect and validate observations.
- g. Ensure LMs establish processes to identify and share best practices and resolve Service-specific issues.
- h. Forward best practices and issues requiring resolution at the NGJS level to the NG-J377 for consideration and input into the JIRP.
- i. Review JLLIS data to improve current and future activities.
- j. Integrate LL into operations, exercises, and training programs.

6. The Adjutants General (TAG). TAGs will:

- a. Establish a JLLP for their respective NG-JFHQs-State IAW reference a, and this instruction.
- b. Appoint a State JLLIS administrator.
- c. Appoint LMs to support a comprehensive JLLP.
- d. Exploit training, exercises, operations, and real-world events to collect and validate observations.
- e. Ensure NG-JFHQs-State LMs establish processes to identify and share best practices and resolve internal issues.
- f. Forward best practices and issues requiring resolution at the NGJS level to NG-J377 for consideration and input into the JIRP.
- g. Review JLLIS data to improve current and future activities.
- h. Integrate LL into operational plans, training programs, and exercises.

7. JLLIS Administrators. JLLIS administrators will:

- a. Manage JLLIS within assigned organization.
- b. Assign roles and responsibilities to registered JLLIS users.

c. Review JLLIS data to improve current and future activities.

8. LM. The LM will:

a. Designate an Issue Coordinator (IC) for LMWG-assigned issues.

b. Represent the assigned organization in the applicable LMWG.

c. Review and validate internal organizational observations.

d. Identify observations and issues requiring resolution.

e. Manage the assigned organization's internal issue resolution process.

f. Review JLLIS data to improve current and future activities.

g. Capture LL and best practices (observations) from training, exercises, operations, and real-world events. Enter observations in JLLIS.

h. Track and monitor issue resolution. Report progress to the applicable LMWG.

9. IC. The IC will:

a. Develop an issue resolution plan for each assigned issue.

b. Select and use subject matter expert(s) to assist in developing an issue resolution plan.

c. Implement an issue resolution plan for capturing LL.

d. Report issue resolution progress to the LM.

ENCLOSURE B

REFERENCES

- a. CJCS Instruction 3150.25F, 26 June 2015, “Joint Lessons Learned Program”
- b. CJCS Manual 3150.25A, 12 September 2014, “Joint Lessons Learned Program”
- c. Deputy Secretary of Defense Memorandum, 06 November 2012 “Support to the Chairman’s Joint Lessons Learned Program”
- d. Under Secretary of Defense for Policy Memorandum, 10 May 2012 “Policy Support to the Chairman’s Joint Lesson Learned Program”
- e. DoD Instruction 3020.47, 29 January 2009 “DoD Participation in the National Exercise Program (NEP)”
- f. CJCS Instruction 3500.02B, 10 January 2013, “Universal Joint Task List Program”
- g. CJCS Manual 3500.04F, 01 June 2011, “Universal Joint Task List Manual”
- h. CJCS Instruction 3170.01I, 23 January 2015, “Joint Capabilities Integration and Development System (JCIDS)”
- i. CJCS Instruction 5120.02D, 05 January 2015, “Joint Doctrine Development System”
- j. CJCS Manual 5120.01A, 29 December 2014, “Joint Doctrine Development Process”
- k. Army Regulation 11-33, 01 April 2016, “Army Lessons Learned Program (ALLP)”
- l. AF Instruction 90-1601, 18 December 2013, “Air Force Lessons Learned Program”
- m. CJCS Memorandum, CM-0028-14, 04 February 2014, “Lessons Learned Collection Efforts for Military Operations”
- n. CNGB Instruction 8201.01, 07 April 2014, “Joint Capability Assessment and Development Process”
- o. CNGB Instruction 3300.02, 13 November 2014, “Readiness Reporting”

GLOSSARY

PART I. ACRONYMS

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| AAR | After Action Report |
| DANG | Director of the Air National Guard |
| DARNG | Director of the Army National Guard |
| IAW | In accordance with |
| IC | Issue Coordinator |
| JFHQ-State | Joint Force Headquarters-State |
| JIRP | Joint Issue Resolution Process |
| JLLIS | Joint Lessons Learned Information System |
| JLLP | Joint Lessons Learned Program |
| LL | Lessons Learned |
| LL COC | Lessons Learned Council of Colonels |
| LL GOSC | Lessons Learned General Officer Steering Committee |
| LM | Lesson Manager |
| LMWG | Lesson Manager Working Group |
| NG | National Guard |
| NGB | National Guard Bureau |
| NG-J3/7 | National Guard Joint Staff Directorate of Domestic Operations and Force Development |
| NG-J377 | National Guard Joint Staff Directorate of Domestic Operations and Force Development Doctrine and Lessons Learned Branch |
| NG JLLP | National Guard (NG) Joint Lessons Learned Program |
| NGJS | National Guard Joint Staff |
| TAG | The Adjutant General |

PART II. DEFINITIONS

After Action Review/After Action Report -- A summary report identifying key observations and how to correct deficiencies, sustain strengths, and focus on performance of specific mission essential tasks.

Best Practice -- A validated method or procedure consistently showing results superior to those achieved with other means, and appears to be worthy of replication.

Issue -- An observed, analyzed, interpreted, and evaluated shortcoming, deficiency or problem that precludes performance to standard and requires resolution-focused problem solving.

Issue Coordinator -- An individual who tracks issues through the issue resolution workflow and assigns subject matter experts to facilitate coordination, collaboration, and issue resolution.

JLLIS Lesson Manager -- The individual or designated Office of Primary Responsibility for the organization's lessons learned program.

Joint Issue Resolution Process -- An improvement process addressing cross-functional gaps or concerns, and designates an Office of Primary Responsibility, and offices of coordinating responsibility, as required, to resolve issues.

Joint Lessons Learned Information System -- A centralized repository of select, joint observations, issues, lessons learned, best practices, and after-action reports.

Joint Lessons Learned Information System Administrator -- An individual within an organization appointed to supervise Joint Lessons Learned Information System-related activities of their organization.

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.

Lesson(s) -- Validated observation(s) that summarize a capability, process, or procedure, to be sustained, disseminated, and replicated (best practice), or that identifies a shortfall requiring corrective action (issue).

Lesson Learned -- A resolved issue or best practice that improves military operations or activities at the strategic, operational, or tactical level, and results in an internalized change to capability, process, or procedure, and is appropriately institutionalized to improve warfighting capabilities.

Lessons Learned Council of Colonels -- O-6 planners from each directorate who review all open issues referred by the Lesson Manager Working Group, adjudicate outstanding issues, provide guidance on issue resolution plans, approves issues for closure once resolved, and recommends issues requiring General Officer-level review and submission to the Lesson Learned General Officer Steering Committee.

Lessons Learned General Officer Steering Committee -- A general officer executive steering committee that determines final disposition on issues forwarded by lower level review boards; provides advice and direction on the integration of critical issues across the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities – Policy spectrum; and directs key staff elements or proponents to take corrective action or implement identified successes into plans of instruction.

Observation -- Notes or comments on an operation, event, or exercise from the perspective of the person(s) who perceived or experienced it first-hand.

Office(s) of Coordinating Responsibility -- The office or organization assigned the responsibility of assisting in developing and implementing an issue resolution plan assigned by the Lesson Manager Working Group or Lessons Learned Council of Colonels.

Office of Primary Responsibility -- The office or organization assigned the responsibility of developing and implementing an issue resolution plan assigned by the Lesson Manager Working Group or Lessons Learned Council of Colonels.

Subject Matter Expert -- A recognized expert selected to review and resolve an observation or issue.