Army Regulation 11–33

Army Programs

Army Lessons Learned Program: System Development and Application

Headquarters
Department of the Army
Washington, DC
10 October 1989

UNCLASSIFIED

SUMMARY of CHANGE

AR 11–33
Army Lessons Learned Program: System Development and Application

This regulation--

o Establishes a system to identify and integrate input from combat training
   center rotations, major exercises, military operations, disaster relief
   operations, specail events unit initiatives, intelligence reports,
   historical sources, and other programs into the Army Lessons Learned Program
   (para 1-4).

o Outlines responsibilities for development and application of the Army Lessons
   Learned Program(paras 1-4).

o Provides policy and objectives for the Army Lessons Learned Program (paras 1-
   4 and 1-5).

o Tasks CG, TRADOC to maintain n aency to serve as a focal point for the Army
   Lessons Learned Program(paras 1- and 2-7).

o Validates the Center for Army Lessons Learned as TRADOC's aency (paras 1-5 and
   2-7).

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Effective 9 November 1989

Army Programs

Army Lessons Learned Program: System Development and Application

By Order of the Secretary of the Army:
CARL E. VUONO
General, United States Army
Chief of Staff

Official:
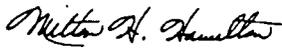
MILTON H. HAMILTON
Administrative Assistant to the
Secretary of the Army

History. This is a new publication that is effective 9 November 1989. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. This regulation establishes a comprehensive Army Lessons Learned System. The system collects, analyzes, disseminates, and provides for the implementation of combat relevant lessons which impact on doctrine, training, organization, materiel, and leadership concepts and requirements. This regulation also designates Commanding General, U.S. Army Training and Doctrine Command as the Executive Agent for the Army Lessons Learned System, standardizes terminology for the system, and sets parameters for the submission of after action reports.

Applicability. This regulation applies to all units of the Active Army, the Army National Guard (ARNG), and the U.S. Army Reserve (USAR).

Proponent and exception authority. Not applicable

Army management control process. This regulation is not subject to the requirements of AR 11–2. It does not contain internal control provisions.

Supplementation. Supplementation of this regulation and establishment of command or local forms are prohibited without prior approval from HQDA (DAMO–FDQ), WASH DC 20310–0460.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Operations and Plans. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAMO–FDQ), WASH DC 20310–0460.

Distribution. Distribution of this publication is made in accordance with the requirements on DA Form 12–09–E, block number 5026, intended for command levels D and E for Active Army, ARNG, and USAR.

Contents (Listed by paragraph and page number)

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Chapter 1
Introduction

1–1. Purpose
This regulation establishes a system for the collection, analysis, dissemination, and implementation of combat, training, and materiel testing experiences with associated combat relevant lessons learned into Department of the Army (DA) doctrine, organization, research, development, acquisition, training, planning, and other appropriate activities. It creates a system to serve in both peace and wartime as the focal point for the collection, analysis, dissemination, and implementation of combat relevant lessons learned which will enhance the Army's ability to perform its missions.

1–2. References
a. Required publications.
(1) AR 350–1, Army Training. (Cited in para 3–2 *b*.)
(2) AR 350–28, Army Exercises. (Cited in paras 2–1 *d*, 2–7 *c*, and A–3.)
(3) FM 25–100, Training the Force. (Cited in para 3–2 *b*.)
b. Related publications. AR 870–5, Military History: Responsibilities, Policies, and Procedures.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are listed in the glossary.

1–4. Program objectives
The objectives of the Army Lessons Learned System are to—
a. Provide a mechanism for the routine review of observations from various sources and the incorporation of validated lessons learned into appropriate facets of Army operations.
b. Identify lessons learned and, where necessary, recommend changes to doctrine, training, organization, materiel, and leadership (DTOML) or other aspects of Army operations.
c. Assign responsibilities for collection, analysis, and implementation of lessons learned from all sources.
d. Provide information which will assist commands to prepare their units for the environment and threat associated with their assigned combat missions.
e. Provide information to assist units in tailoring their training for anticipated conditions of combat.
f. Develop procedures to implement lessons learned and monitor the implementation process.
g. Provide information to proponent doctrine authors, trainers, and combat developers that can assist with their requirement to obtain field validation of the U.S. Army Training and Doctrine Command (TRADOC)products (DTOML).
h. Provide wide distribution of lessons learned.

1–5. Policies
a. The Army will collect detailed observations of relevant historical operations, recent and ongoing combat operations, training events, military exercises(regardless of U.S. military involvement), other operations(for example, operations against terrorists) and from tests and evaluations, to include computer simulations, modeling studies, and technical and user tests.
(1) The Center for Army Lessons Learned (CALL)is the Army's focal point for the Army Lessons Learned System. Other Army agencies may collect, analyze, and collate information internal to their organizations.However, agencies will forward appropriate data to the CALL for further analysis and incorporation into the Army's library. Agencies may forward or request information by contacting CALL at AV 552–2255/4317, commercial (913) 684–2255/4317, or by written correspondence to: Commander, USACATA, ATTN: ATZL–TAL, Fort Leavenworth, KS 66027–7000.
(2) Major Army commands (MACOMs) and other designated collection agencies will forward after action reports(AARs) to the CALL within 120 days of the end of the exercise or event. Reports will not be used for evaluating unit performance or for comparison.

Appendix A provides guidance for the submission of after action reports.
(3) Whenever possible, observations will include the doctrine and tactics employed, organization designs, materiel adaptations, and innovations. Reports will address as appropriate, the status of training, manning, logistics, morale, and discipline of the combatants, event, or players.
(4) The comparative performances of U.S. and threat doctrines, organizations, and materiel, and any adaptations of these are particular items of interest.MACOMs will submit after action reports from unit rotations at all combat training centers (CTCs) to CALL in accordance with (2) above.
(5) Observations of combat operations and exercises should be sufficiently complete to provide a historical record for future use. This task requires maintaining and documenting operational plans, sequences of engagements, staff journals, and unit after action reports.
(6) Observers will place emphasis on the systematic collection of information and statistical data concerning the combat operation, exercise, or event. This collection will ensure that a full evaluation will be made of observations and operational experiences.
(7) Exercises and training conducted at the combat training centers require continuing systematic observation and analysis. MACOMs will submit after action reports from unit rotations at CTCs to CALL in accordance with(2) above. These facilities include the National Training Center (NTC), the Combat Maneuver Training Center (CMTC), the Joint Readiness Training Center (JRTC), and the Battle Command Training Program (BCTP).
(8) The Army Lessons Learned System (ALLS) will be compatible with the automated Army Lessons Learned Management Information System (ALLMIS). CALL will maintain an interface with the Joint Center for Lessons Learned(JCLL).
b. CALL will analyze all observations in accordance with chapter 3 of this regulation for application to the U.S. Army in accordance with the program objectives in paragraph 1–4. As a general policy, issues will be resolved at the lowest appropriate level.
(1) Based on CALL recommendations, the Commanding General (CG), TRADOC approves and implements lessons learned throughout TRADOC. Additionally, CG, TRADOC tracks Army-wide, the implementation of Chief of Staff, Army (CSA) approved lessons learned.
(2) TRADOC and other responsible agencies, as outlined in chapter 2 of this regulation, will evaluate observations to validate ongoing Army efforts as well as to recommend changes in doctrine, training, organization, materiel, and leadership.
(3) CALL will identify those lessons learned having significant impact on/or requiring major changes to current doctrine, training, organization, materiel, and leadership. Headquarters (HQ), TRADOC will forward these lessons to Headquarters Department of the Army(HQDA) (DAMO–FDQ), WASH DC 20310–0460, for review and approval by the CSA.
(4) Joint and combined exercises and operations are also sources of input to the ALLS. CALL may establish liaison with joint and combined agencies to exchange lessons learned and other appropriate information.Army component commanders will provide appropriate observations to the CALL following participation in joint and combined exercises or operations.
c. Application of lessons learned is a Total Army responsibility.
(1) Commanders are responsible for applying lessons learned.
(2) Proponent agencies will change doctrine, training, organization, materiel, and leadership based on appropriate lessons learned.
(3) In addition to applications approved for the Army at large, CALL will disseminate lessons learned products; for example, newsletters, bulletins, video tapes, or special reports, through command channels to—
(a) Provide the field commanders with lessons learned from both recent and historical conflicts, operations, and exercises.
(b) Provide the Army the opportunity to identify and apply refinements in current doctrine, tactics, techniques, and procedures.
(c) Encourage professional study.

(d) Inform Army commanders of significant joint and combined lessons learned to facilitate future operations.

d. Commanders will use Army Lessons Learned products to enhance and support training to adapt their units for specific operation plan (OPLAN) requirements.

(1) Commanders may adapt approved tactics, techniques and procedures, or training, consistent with mission, enemy, terrain, troops, and time available (METT–T).

(2) Commanders will document and submit through command to channels to CALL any deficiencies in doctrine, training, organization, materiel, and leadership identified in the course of training or operations. Commanders should also forward any tactics, techniques, or procedures which they have developed to more effectively execute current doctrine or to overcome encountered deficiencies.

(3) Equipment modification (adaptation) can be made only with the approval of the program manager of that item of equipment when it is used or equipped other than that authorized by its Operational Mode Summary, Mission Profile (OMS/MP). Major adaptations will not be applied. Combat relevant adaptations to materiel will be forwarded to the appropriate agency, through command channels.

e. MACOMs assist the adaptation of their units for specific contingencies by providing and maintaining appropriate lessons learned material.

Chapter 2
Responsibilities

2–1. The Deputy Chief of Staff for Operations and Plans (DCSOPS)

The DCSOPS, has Army Staff oversight of the Army Lessons Learned Program, acting as the conduit between TRADOC and the rest of the Army providing annual updates of the Lessons Learned Program to the Army leadership.

a. The Assistant Deputy Chief of Staff for Operations and Plans, Force Development (ADCSOPS–FD) will—

(1) Provide interface between TRADOC and the Joint Staff on lessons learned.

(2) Establish policies and maintain Army Staff oversight for application of lessons learned.

(3) Provide oversight for a Wartime Army Lessons Learned Program (WALLP). CG, TRADOC will administer WALLP as part of the overall Army Lessons Learned Program.(See app B.)

b. The Deputy Director of Operations, Readiness, and Mobilization, as Chairman of the Army Remedial Action Project (ARAP) Program, will provide ARAP documents and ARAP updates, as appropriate, for inclusion in the Army Lessons Learned Program System.

c. The Director of Strategy, Plans, and Policy will—

(1) In conjunction with the CG, TRADOC; HQDA, Deputy Chief of Staff for Intelligence (DCSINT); and the HQDA, DCSOPS, identify geographic areas of interest, situations, and conflicts, where military observer teams might be deployed.

(2) Exercise staff supervision for inclusion of Army lessons learned in the Planning, Programming, Budgeting, and Execution System (PPBES) when required.

d. The Director of Training will provide the Joint Chiefs of Staff (JCS) Exercise Schedule to the CG, TRADOC to facilitate the TRADOC Support to Exercise Program as prescribed in AR 350–28.

2–2. The Deputy Chief of Staff for Intelligence

The DCSINT will—

a. Assist the DCSOPS and the CG, TRADOC in identifying geographic areas of interest, situations, and conflicts where military observation teams might be sent.

b. Assist the DCSOPS and the CG, TRADOC in developing areas for observation.

c. Brief and debrief teams regarding intelligence requirements. Appropriate items of interest collected upon debriefing will be reported to HQDA (DAMO–FDQ)and to TRADOC.

d. Provide as much advance information as possible on the area of operations, order of battle, politics, economy, personalities, current events, threat groups, environment, medical factors, and so forth, to team members.

e. Ensure that the observation teams continue to receive reports, on an as needed basis, on the doctrine, training, materiel and equipment, and organizations of the appropriate foreign area(s).

f. Participate as required in the analysis and application of lessons learned concerning any foreign conflict.

g. Assist MACOMs by providing specific intelligence information relevant to the application of approved lessons learned.

h. Provide the CG, TRADOC relevant information on foreign combat operations and exercises.

2–3. The Deputy Chief of Staff for Personnel (DCSPER)

The DCSPER will—

a. Ensure that the Army Research Institute (ARI)develops a training data archive of all unit performance data derived from training at combat training centers.Materiel will be made available for use in analysis of observations.

b. Identify and maintain a file of active duty, Army Reserve, and National Guard personnel for foreign combat observation teams.

2–4. The Surgeon General (TSG)

TSG will—

Participate in development and implementation of medical materiel adaptations identified by combat and exercises observations relevant to assigned functional areas as follows:

a. Combat relevant health care, doctrine, training, organization, and leadership development issues.

b. Medical and dental materiel.

2–5. Chief of the Center of Military History (CMH)

The CMH will—

a. Identify historical events for study. Priority will be given to those events which have current applicability to potential contingency operations.

b. Conduct research and publish historical lessons for selected events.

c. Forward a copy of appropriate historical reports, including the Command Report required by AR 870–5, chapter 9, through HQ, TRADOC to the CALL for analysis as appropriate.

2–6. Principal HQDA officials

These officials will—

a. Support the Army Lessons Learned Program as required.

b. Monitor issues within assigned functional areas related to combat lessons learned reports.

c. Take corrective action to implement lessons learned as required or directed.

d. Refer observations to the Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS) (DAMO–FDQ)for forwarding to the CALL.

2–7. Commanding General, U.S. Army Training and Doctrine Command

The CG, TRADOC will be the Army executive agent for the Army Lessons Learned Program and will—

a. Establish the Center for Army Lessons Learned as the focal point for the collection, analysis, and dissemination of combat relevant lessons Army-wide.Additionally, CG, TRADOC will develop guidelines and procedures to ensure transition of the ALLS to wartime.

b. In coordination with HQDA (DAMO–FDQ), prepare an annual update on the Lessons Learned Program for the Army leadership.

c. In accordance with AR 350–28, establish a program of exercise support to MACOMs and the Army components of unified commands as an integral part of the ALLS.

d. Conduct a combat training centers Lessons Learned Program as an integral part of the ALLS.

e. Subject to Chief of Staff, Army approval, as stipulated in paragraph 1–5 *b*(3), approve lessons learned having major impact on doctrine, training, organization, materiel, and leadership.

f. Within the stated objectives of the ALLS—

(1) Develop organizational procedures to collect, analyze and disseminate combat relevant lessons Army-wide.

(2) Task and track action responsibility within TRADOC to resolve issues and correct deficiencies relating to doctrine, training, organization, materiel, and leadership.

(3) Refer to HQDA (DAMO–FDQ) for appropriate tasking and resolution of those issues outside the purview of TRADOC and track progress of these actions.

(4) Establish and maintain an Army Lessons Learned Automated System (ALLAS) accessible to the Total Army capable of stating the lessons learned and the nature and location of the source document.

(5) Maintain a central library at the Combined Arms Research Library (CARL), Ft. Leavenworth, KS, for after action reports.

(6) Identify to HQDA (DAMO–FDQ) those major lessons learned requiring Chief of Staff, Army approval per paragraph 1–5 *b*(3) of this regulation.

(7) In coordination with HQDA (DAMO–FDQ)and the Center of Military History, establish a program for conduct of historical research in support of the Army Lessons Learned System.

(8) Develop the necessary procedures to ensure the Army Lessons Learned System can interface with JCS Joint Universal Lessons Learned System (JULLS)Program.

(9) Establish a facility at Fort Leavenworth for the exploitation of key combat training data. The facility would have the resources to receive, process, archive, analyze, and disseminate information from the combat training centers and major training exercises.

g. Provide for the establishment of a Wartime Army Lessons Learned Program.

h. Coordinate as the Army Executive Agent for the Tactical Intelligence Development Program (TIDEP), in conjunction with the CALL, for Army requirements for lessons learned. Direct TIDEP exchange efforts and provide copies of all after action reports of TIDEP activities to the CALL. (TIDEP is an Army intelligence program with foreign armies that exchanges information on tactical intelligence structure, doctrine, equipment, training, and lessons learned.)

2–8. Commanding General, U.S. Army Materiel Command(AMC)

The CG, AMC will—

a. Participate in the review, development, and implementation of combat relevant materiel adaptations identified by combat operations and exercises.

b. Review the data resulting from the Equipment Performance and Damage System (EPADS) and the Field Exercise Data Collection (FEDC) reports for combat relevant lessons applicable to the Army in accordance with this regulation. Data will be made available, as required, to the CALL for analysis and lessons learned development.

c. Provide observer team members, as required, to collect technical data for military equipment utilization and adaptations for combat.

d. Review lessons learned to determine potential materiel solutions to identified or implied deficiencies.

e. Provide after action reports (app A) to Commander, Combined Arms Center, ATTN: ATZL–TAL, Fort Leavenworth, KS 66027–7000. Activities requiring reporting are combat operations; all joint, combined, and Army component exercises; units rotating through CTCs; and materiel testing. Reports should be submitted no later than 120 days after completion of the event. If reports cannot be forwarded within 120 days, an interim report will be forwarded. Commanders may provide additional reports or observations they deem appropriate.

2–9. Commanding Generals of major Army commands

MACOM CGs will—

a. Provide after action reports (app A) or other appropriate observations to Commander, Combined Arms Center, ATTN: ATZL–TAL, Fort Leavenworth, KS 66027–7000. Activities which generate input include(but are not limited to) combat, joint training exercises(regardless of level), major training exercises, rotations to the CTCs, materiel testing, and training and operations with Allies.

b. All after action reports will include an executive summary highlighting potential observations to be evaluated. Reports will be used to aid in identifying observations requiring TRADOC or HQDA action. The Army Lessons Learned Program will not be used to review or analyze unit performance.

c. Ensure commanders of the combat training centers—

(1) Provide CALL with significant objective and subjective observations and insights within 120 days of each rotation.

(2) Provide CALL a semiannual synopsis of significant trends.

d. Implement combat relevant lessons learned in accordance with this regulation.

Chapter 3
Procedures

3–1. Development of lessons learned

a. TRADOC will collect observation reports from all relevant sources. These sources include (but are not limited to) the following:

(1) Military attaches and missions.

(2) Military observation teams.

(3) Historical analyses.

(4) Combat operations and exercises.

(5) NTC, CMTC, JRTC, BCTP, and other training center observations.

(6) Simulations, war games, and staff studies.

(7) Materiel, doctrine, training, and organizational tests and evaluations.

(8) Joint and combined operations and exercises.

(9) Terrorist incidents.

b. Commanders and staffs at all echelons have a responsibility to collect and forward combat relevant observations to CALL.

c. CALL will—

(1) Receive observations from all sources for entry into the ALLAS, coordinate with proponents, and provide for an analysis process to develop lessons learned and issues.

(2) Recommend implementation of lessons learned and disseminate lessons learned through a variety of means.

d. HQ, TRADOC will inform HQDA (DAMO–FDQ)of lessons learned approved by the CG, TRADOC and furnish applicable documentation. TRADOC will routinely provide CALL products to HQDA (DAMO–FDQ).

e. The CG, TRADOC will forward action plans impacting on units and agencies external to TRADOC to HQDA (DAMO–FDQ). Action plans requiring major changes outlined in paragraph 1–5 *b*(3) will be included in PPBES. Plans will be briefed on request by TRADOC in coordination with appropriate HQDA agencies.

3–2. Implementation

HQDA approved lessons learned will be implemented by the following:

a. Action plans which will identify agencies responsible for the application of the lessons learned.

b. Commanders using such procedures as outlined in FM 25–100 and AR 350–1.

c. TRADOC using the Concept Based Requirements System (CBRS).

3–3. Information files
a. After Action Reports.
b. Army Lessons Learned Automation System.
(1) Lessons Learned.
(2) Major exercise (joint, field, training, and CTC) observations.
(3) Observations.
c. Periodic publications, newsletters, briefings, and video tapes applicable to diversified audiences, covering lessons learned subject of interest to the Total Army.

Appendix A
The Army After Action Reporting System

A–1. General
This appendix provides guidance and requirements for the Army After Action Reporting System (AAARS) and a standard Army after action report. The AAARS is designed to allow HQDA, MACOMs, TRADOC, and the Center for Army Lessons Learned to routinely receive combat relevant observations from operational units in a standardized format. These observations include any of the following:

a. Unit identified problems with commanders' solutions.

b. Better ways of doing business (no changes required to current doctrine, training, organizations, materiel, or leadership).

c. Commanders' identified problems that require HQDA/ TRADOC action to solve.

A–2. Submission procedures
The intent is for the dissemination of significant lessons learned from battalion through echelons above corps to the Total Army and the input of significant issues to HQDA and TRADOC for resolution.

a. The Army component command and major units participating in operations will submit an after action report. These should include input from subordinate units down to battalion level.

b. The senior Army headquarters participating in the exercise will submit an after action report. This report will include input from subordinate units, down to battalion level, as appropriate. After action reports originating from division/separate brigade/group/Armored Cavalry Regiment (ACR) level may be submitted directly at MACOM discretion.

c. Units training at CTCs will send an information copy of after action reports to CALL upon completion of training.

d. The after action reports from combat operations and exercises should be sent through the chain of command to HQDA (DAMO–FDQ), WASH DC 20310–0460, for combat operations, and HQDA (DAMO–ODE), WASH DC 20310–0440, for exercises. An expedited information copy should be sent directly to CALL.

e. Reports should be submitted in a timely manner.

(1) Routine reports should arrive no later than 120 days after the end of the exercise.

(2) Interim/impact reports on Army/TRADOC priority issues or critical battlefield lessons may be submitted at any time. These should be submitted through the World Wide Military Command and Control System (WWMCCS).

A–3. Format guidance
The format guidance shown in figure A–1 is compatible with the Joint After Action Reporting System (JAARS) format and is modified to fit Army needs. The intent is to avoid redundant work and for AAR issues with joint implications and to be the Army commander's input to the JAARS as required by AR 350–28, appendixes C and G. Preparing agencies will adhere to this format to facilitate optical scanning by CALL into its data base.

Part I: Executive Summary (completed by commander)
—Mission/objectives
—General description
—Dates, locations, and major participants
—Significant issues
—Limitations

Part II: Lessons Learned
—Observation
—Discussion
—Lessons learned
—Recommended action
—Comments

Part III: Optional
—Chronology of events
—OPLAN and/or operation plans (OPORDs)
—Standing operating procedures

Figure A-1. Format guidance for an after action report

A–4. Center for Army Lessons Learned address
a. Message: CDRUSACATA FT LEAVENWORTH KS // ATZL–TAL//.

b. Mail: Commander, USACATA, ATTN: (ATZL–TAL), Fort Leavenworth, KS 66027–7000.

Appendix B
The Wartime Army Lessons Learned Program

B–1. General
This appendix provides guidance for the development of procedures for the effective transition of the lessons learned collection process to a wartime posture.

B–2. Scope
The Army Lessons Learned Program will continue to fulfill its role and mission during wartime. However, the magnitude of the tasking will be significantly expanded to accommodate wartime needs. Guidelines in this appendix apply Army-wide to include units committed to any combat deployment or contingency operation.

B–3. Mission
CALL's mission, during combat operations, must be structured to capture and disseminate lessons learned. Historically, the establishment of even a rudimentary lessons learned program took months after the initiation of hostilities. Much of the collection work in the field was done by historians or specially designated teams or individuals. Systematic and timely collection, processing, and dissemination of combat relevant lessons learned were only a theoretical capability. At the end of each conflict, the Army dismantled much of the lessons learned mechanism.

B–4. Concept of operation
a. There will be a requirement for a sustained effort to collect relevant observations during combat operations. The program will provide both immediate feedback to the observed unit and input to the Army Lessons Learned Program. Plans will be developed under the guidance of CG, TRADOC for immediate implementation of lesson-learning procedures at the onset of combat operations. Other headquarters and agencies will develop plans for the expansion of their respective lessons learned capabilities as required to meet wartime needs. The U.S. Total Army Personnel Center (PERSCOM) and the Army Reserve Personnel Center (ARPERCEN) will assist in identifying potential candidates for observation teams and the designation of Individual Mobilization Augmentees (IMA), or experienced retirees on a contractual basis, and so forth, for assignment to the program. Training of personnel will be conducted by TRADOC.

b. Teams notified for deployment will, time permitting, receive additional instructions and refresher training provided by the CALL. After appropriate training, teams/individual observers will join the units they are assigned to observe. Liaison between team/observers and the designated unit should be established as early as possible. During operations, observers will provide on-the-spot feedback to the observed unit for use by the commander. Additionally, they will provide periodic reports to the CG, TRADOC (CALL) to be formally processed through the Army Lessons Learned Program.

B–5. Sources of data
Sources of combat data include (but are not limited to) unit after action reviews, personal interviews, unit after action reports, direct observation, military history reports, command reports, and war

diaries.These documents assist the team in reconstructing military operations and identifying problem areas.

B–6. Reporting chain
During hostilities, the team reports observations through TRADOC to the Director, CALL, who will determine their disposition. The teams provide feedback to the supported unit as deemed appropriate by the team chief for the enhancement of ongoing operations. This feedback is meant to be informative in nature. Immediate feedback does not reflect detailed analysis and should be viewed only as potential enhancements for combat operations.The teams will also serve as a return conduit for the direct field dissemination of lessons learned derived from the analysis of operations by CALL.

B–7. Training concept
Training will be conducted to enhance qualification of observers selected for team duty. To the maximum extent possible, observers will receive formal training administered by the CALL at Fort Leavenworth. Training should include briefings on unit missions, organization, and status; collection methodology; data sources; and deployment area updates.

Appendix C
Foreign Combat Activity Observation Teams

C–1. HQDA may dispatch an observation team to any foreign area on an as needed basis whenever significant combat activity occurs which may impact on U.S. Army DTOML. When U.S. forces are actively involved in a mature theater of operations, the provisions of the Wartime Army Lessons Learned Program (app B) will apply.The following guidelines apply to the establishment and administration of observation teams:

a. HQDA (DAMO–SS and DAMO–FD), in conjunction with ODCSINT and TRADOC, identifies areas of potential employment for observation teams.

b. HQDA (DAMO–SS) requests, through the Office of the Secretary of Defense and the Department of State, approval to dispatch an observation team if a U.S. Army element is not present in the country.Approvals will be coordinated prior to start of the 2-year team life period or as soon as possible in cases of where requirements were not previously identified.

c. HQDA (DAMO–SS) obtains the area Commander in Chief (CINC) approval before the observation team is dispatched. Approvals will be coordinated prior to start of 2-year period or as soon as possible where requirements were not previously identified.

d. TRADOC will determine specific requirements for observation team members and submit through HQDA(DAMO–SS) requests for observation teams. Military members will be selected by the PERSCOM, with approval of HQDA, Office of the Deputy Chief of Staff for Personnel(ODCSPER), Office of the Deputy Chief of Staff for Intelligence (ODCSINT), and ODCSOPS, on" best qualified" basis and not necessarily upon a" most available basis." Individuals so identified will remain assigned to their parent unit until such time as the team is mobilized. Upon completion of the team's mission, individuals will return to their parent unit. TRADOC will ensure team composition is reviewed annually to ensure availability and currency of individual team members.

e. Observation teams will be tailored to the geographic area in which they will operate and will include language qualified personnel.

f. The team will have equipment technical experts as required.

g. All members selected for observation team duty will maintain current passports and security clearances necessary for deployment to designated areas.

h. The team will provide a final observation report to HQ, TRADOC prior to team dissolution and no later than 120 days after withdrawal from the observation area.

i. While deployed, observation teams will be under the control of and receive guidance from the CG, TRADOC. To ensure success, team leaders must coordinate activities closely with Army component commanders and/or appropriate agencies in the area of deployment. In the absence of other in-country U.S. military forces, coordination must be effected with the U.S. Defense Attache Office in the host country.

C–2. Observation reports
a. Observation reports on foreign combat activities will be prepared by the observation team. ODCSINT will ensure coordination of the report with other intelligence agencies; for example, Defense Intelligence Agency(DIA) and Central Intelligence Agency (CIA), and with the appropriate defense attache office(s). The observation team, in coordination with CG, TRADOC and his intelligence staff, should provide sufficient guidance to ensure reports are properly classified.

b. Observation reports will be provided to TRADOC and HQDA (DAMO–FDQ), within 120 days of the end of a foreign operation or a significant phase of an operation, or at least annually from the start of the operation.

Glossary

Section I
Abbreviations

AAR
after action report

AAARS
Army After Action Reporting System

AJEM
Army Joint Exercise Manual

ALLAS
Army Lessons Learned Automated System

ALLMIS
Army Lessons Learned Management Information System

ALLS
Army Lessons Learned System

AMC
U.S. Army Materiel Command

ARAP
Army Remedial Action Project

ARI
Army Research Institute

ARNG
Army National Guard

ARPERCEN
Army Reserve Personnel Center

ARSTAF
Army Staff

BCTP
Battle Command Training Program

CAC
Combined Arms Center

CALL
Center for Army Lessons Learned

CARL
Combined Arms Research Library

CBRS
Concept Based Requirements System

CIA
Central Intelligence Agency

CINC
Commander in Chief (Commander of a unified or specified command)

CMTC
Combat Maneuver Training Center

CSA
Chief of Staff, Army

CTC
combat training centers

DCSINT
Deputy Chief of Staff for Intelligence

DCSOPS
Deputy Chief of Staff for Operations and Plans

DCSPER
Deputy Chief of Staff for Personnel

DIA
Defense Intelligence Agency

DTOML
doctrine, training, organizational, materiel, and leadership

EPADS
Equipment Performance and Damage System

FEDC
Field Exercise Data Collection

HQ
Headquarters

HQDA
Headquarters, Department of the Army

JAARS
Joint After Action Report System

JCLL
Joint Center for Lessons Learned

JCS
Joint Chiefs of Staff

JRTC
Joint Readiness Training Center

JULLS
Joint Universal Lessons Learned System

MACOM
major Army command

METT–T
mission, enemy, terrain, troops, and time available

NTC
National Training Center

ODCSINT
Office of the Deputy Chief of Staff for Intelligence

ODCSOPS
Office of the Deputy Chief of Staff for Operations and Plans

ODCSPER
Office of the Deputy Chief of Staff for Personnel

OMS/MP
Operational Mode Summary, Mission Profile

OPLAN
operation plan

OPORD
operation order

PERSCOM
U.S. Total Army Personnel Command

PPBES
Planning, Programming, Budgeting, and Execution System

RAP
Remedial Action Project

TRADOC
U.S. Army Training and Doctrine Command

TSG
The Surgeon General

TTP
tactics, techniques, and procedures

USAR
U.S. Army Reserve

WALLP
Wartime Army Lessons Learned Program

WWMCCS
Worldwide Military Command and Control System

Section II
Terms

Army Lessons Learned Management Information System
A management information system which aids CALL analysts in the filing, categorizing, analyzing, and disseminating Army Lessons Learned. The Center for Army Lessons Learned establishes and maintains ALLMIS.

Army Remedial Action Project
HQDA lead program to facilitate change through tasking and tracking of service issues to proponents for resolution. The ARAP implements, parallels, and complements the JCS Remedial Action Project. (See Remedial Action Project.)

Battle Command Training Program
A part of the Combat Training Center Program developed to train division and corps commanders and staffs to fight and win on the battlefield. The BCTP consists of two phases: a seminar conducted at Fort Leavenworth and a warfighter exercise at home station.

Center for Army Lessons Learned
An HQDA sanctioned agency integral to TRADOC which functions as the focal point for the Army Lessons Learned System. CALL provides combat relevant lessons learned to the Total Army. CALL's functions include but are not limited to the following:
  a. Represent Army in the field identifying, analyzing, and evaluating issues related to

doctrine, training, organization, materiel, and leadership development.

b. Maintain and manage an Army Lessons Learned automated system.

c. Disseminate lessons learned (doctrine, tactics, techniques, and procedures) through a variety of means to the Total Army.

d. Act as the focal point for all Army lessons learned activities.

Combat relevant lessons learned
Conclusions derived from analysis of observations obtained from military operations and training exercises that are useful to commanders in preparing their units for combat by identifying successful doctrine, tactics, techniques, and procedures or problems thereto. These combat relevant lessons learned also assist proponent school commandants and the integrating center commanders in the validating or changing current doctrine, training, organization, materiel, and leadership development.

Combat Maneuver Training Center
Located at Hohenfels, Federal Republic of Germany, the CMTC provides USAREUR based units an opportunity to conduct realistic combined arms training at the battalion/task force level against a doctrinally correct opposing force on an instrumented battlefield.

Combat training centers
Training centers established to implement an all-inclusive training strategy to provide tough, realistic combined arms and Services training in accordance with AirLand Battle doctrine. There are currently four CTCs: The National Training Center, Combat Maneuver Training Center, Joint Readiness Training Center, and Battle Command Training Program.

Exercise or military exercise
A maneuver or simulated wartime operation involving planning, preparation, and execution, carried out for the purpose of training, testing, and evaluating readiness and capability of participating units. Exercises may be combined, joint, or unilateral. Types of exercises: Field training exercises and command post exercises; command post exercises include mobilization exercises, NATO-reinforcing exercises, nuclear procedural exercises, and no-notice interoperability exercises.

Issue
A category of lessons learned that requires action by the subject matter proponent to change, develop, resolve, or refine doctrine, training, organization, materiel, and leadership development or exercise design.Some complex issues may impact in numerous areas requiring multiple proponents to resolve.

Joint Center for Lessons Learned
JCS focal point for joint lessons learned. JCLL is managed by the Evaluation and Analysis Division in the Joint Staff's Operational Plans and Interoperability Directorate, J–7. It is based on a computerized data base of lessons learned, with dual-up access capability, derived from joint exercises, operations, and other sources. This system is accessible by CINCs and their subordinate commands. Access control is provided by J–7, Evaluation and Analysis Division.

Joint Readiness Training Center
Located at Fort Chaffee, AK, the JRTC provides nonmechanized units an opportunity to conduct realistic combined arms training against a doctrinally correct opposing force on a low- to mid-intensity instrumented" battlefield."

Joint Universal Lessons Learned System
Software support for the Joint Center for Lessons Learned that enables the systematic retrieval of selected lessons learned based on a specified set of user determined parameters.

Lessons learned
Validated knowledge and experience derived from observations and historical study of military training, exercises, and combat operations.

National Training Center
Located at Fort Irwin, CA, the NTC provides continental United States based heavy units an opportunity to conduct realistic combined arms training at the maneuver task force and brigade level against a well trained, doctrinally correct opposing force on an instrumented mid- to high-intensity "battlefield."

Observation
Raw information from any source which has not been refined through analysis. It can be either positive or negative. All input to the ALLS is labeled an observation until formally analyzed by CALL.

Remedial Action Project Program
Program managed by JCS to improve joint warfighting capability by identifying real-world impediments to U.S. warfighting capability, assigning responsibility for and tracking corrective action, and evaluating the effectiveness of the action when completed (normally in future exercises). Problem areas are usually identified from operational or exercise after action reports.

TRADOC support to exercise
Major TRADOC program to provide exercise support to MACOMs and the Army components during JCS combined/joint training exercises and major field training exercises. Input to CALL provides feedback to supported units, the TRADOC community, and the Total Army.

Wartime Army Lessons Learned Program
A program which focuses on the collection, analysis, and dissemination of lessons learned from actual combat experiences involving U. S. forces during major conflict. It involves the creation of observer/analysis teams at the division, corps, and theater level for the rapid identification and assimilation of significant combat lessons.

World Wide Military Command and Control System
A system that provides the means for operational and technical administrative support involved in the function of command and control of U.S. military forces.

Section III
Special Abbreviations and Terms
There are no special terms.

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