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***Army Regulation 11–33**

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Army Programs Army Lessons Learned Program

By Order of the Secretary of the Army:

JAMES C. MCCONVILLE
General, United States Army
Chief of Staff

Official:

MARK F. AVERILL
Administrative Assistant to the
Secretary of the Army

History. This publication is a major revision. The portions affected by this major revision are listed in the summary of change.

Authorities. This regulation implements CJCSI 3150.25H.

Applicability. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

Proponent and exception authority. The proponent of this publication is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this publication that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency in the grade of colonel or the civilian equivalent. Activities may request a waiver to this publication by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific requirements.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see app B).

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Deputy Chief of Staff, G–3/5/7 (DAMO–SS), usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@army.mil.

Committee management approval. AR 15–39 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the Office of the Administrative Assistant to the Secretary of the Army, Special Programs Directorate (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established “group” identified within this regulation later takes on the characteristics of a committee as found in AR 15–39, then the proponent will follow AR 15–39 requirements for establishing and continuing the group as a committee.

Distribution. This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

*This regulation supersedes AR 11–33, dated 14 June 2017.

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Chapter 1

Introduction

1–1. Purpose

This regulation establishes policies and responsibilities for the Army Lessons Learned Program (ALLP). It provides the foundation for the Army to maximize the benefit of experiential learning to change behavior and improve readiness and lethality. The Army Lessons Learned Annual Plan (ALLAP) published by the Deputy Chief of Staff (DCS), G–3/5/7 provides an annual focus for the ALLP. Commanders and leaders at all levels must understand the importance of gathering, rapidly sharing, and integrating lessons (best practices and issues) to drive change. The scope of this regulation encompasses operations, training events, war games, and experiments along with all activities of the institutional force. The breadth of this regulation includes the levels of war (tactical, operational, and strategic) across the elements of decisive action (offense, defense, and stability or defense support of civil authorities). The intent is to systematically improve operations while integrating the lessons to drive change within Army concepts, doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF–P).

1–2. References, forms, and explanation of abbreviations

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA database located at <https://armypubs.army.mil/abca/searchabca.aspx>.

1–3. Associated publications

Procedures associated with this regulation are found in DA Pam 11–33.

1–4. Responsibilities

Responsibilities are listed in chapter 2.

1–5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

Chapter 2

Responsibilities

This regulation takes account of Army Directive 2018–07–11, which eliminates commander’s requirement (brigade and below) to participate in the lessons learned process. The DCS, G–3/5/7 may issue orders directing Army units to provide observations and/or after action reports (AARs) for specified key exercises, deployments, tests, and experiments. This regulation still applies to Army commands (ACOMs), Army service component commands (ASCCs), direct reporting units (DRUs), and force management proponents, to include corps and division headquarters.

2–1. Deputy Chief of Staff, G–2

The DCS, G–2 will coordinate with the Chief Information Officer and the DCS, G–6; the Commanding General (CG), U.S. Army Training and Doctrine Command (TRADOC); and Joint Staff J–7 leadership (as the Joint Lessons Learned Information System (JLLIS) proponent) to develop the necessary cybersecurity and foreign disclosure policies and procedures to permit the integration of various unified action partner (UAP)’s information systems into the ALLP, enabling the sharing of lessons learned information.

2–2. Deputy Chief of Staff, G–3/5/7

The DCS, G–3/5/7 will—

- a. Provide Army Staff oversight of the ALLP and serve as the Army Staff integrator for all Army, Joint, multi-Service, and coalition staff actions and activities relating to the ALLP.

- b. Establish policies and priorities for the ALLP and provide guidance as needed.
- c. Support special collection activities as assigned by the Secretary of the Army (SECARMY) and Chief of Staff, Army (CSA).
- d. Monitor the implementation of recommended DOTMLPF–P changes derived from Armywide lessons and ensure they are integrated into key programs and initiatives across the Army.
- e. Authorize the Center for Army Lessons Learned (CALL) direct liaison for lessons learned efforts involving Joint integration and Armywide change, as well as special collection activities directed by CSA or DCS, G–3/5/7.
- f. Coordinate the Army's lessons learned efforts with combatant commanders; commanders of ACOMs, ASCCs, and DRUs; and UAPs.
- g. Publish the ALLAP no later than 1 August annually assigning specified tasks for next fiscal year (FY) lessons learned collection.

2–3. Chief, National Guard Bureau

The CNGB will ensure that Army National Guard (ARNG) tenants and supported commands with ALLP requirements execute the responsibilities prescribed in this paragraph.

- a. Ensure a lessons learned capability is embedded in all commands and activities. Appoint an organization lesson manager (OLM) and JLLIS administrator (can be the same person). Ensure assigned personnel are trained on lessons learned procedures. Publish a National Guard Bureau (NGB) lessons learned standard operating procedure (SOP) to implement the ALLP within ARNG. If desired, the SOP can outline guidelines for subordinate units or organizations to capture and share recommendations for improvement in readiness and lethality. See DA Pam 11–33 for additional guidance.
- b. Include lessons learned in the operations process to support training, mission, and modernization phases of Regionally Aligned Readiness and Modernization Model (ReARMM).
- c. Use, share, and submit lessons to improve the ability to conduct decisive action across all levels of war.
- d. Ensure ARNG units, larger than brigade, submit observations into JLLIS for validation, integration, and assessment.
- e. Encourage units to submit an AAR in JLLIS within 90 days after completing training, operations, or modernization or as directed by Headquarters, Department of the Army (HQDA). Contact the CALL JLLIS administrator for any assistance. See DA Pam 11–33 for an AAR template.
- f. Provide CALL with proposed next FY Army collection topics no later than 31 December annually per ALLAP.
- g. Participate in the Army Lessons Learned Forum (ALLF), as required, to assist in resolving issues affecting the Army and NGB.
- h. Provide support to collection and analysis teams (CAATs) deployed to ARNG unit training events or operations, as directed.

2–4. Chief, Army Reserve

The CAR will—

- a. Ensure a lessons learned capability is embedded in all commands and activities. Appoint an OLM and JLLIS administrator (can be the same person). Ensure assigned personnel are trained on lessons learned procedures. Publish a lessons learned SOP to implement the ALLP within the U.S. Army Reserve (USAR). If desired, the SOP can outline guidelines for subordinate units or organizations to capture and share recommendations for improvement in readiness and lethality. See DA Pam 11–33 for additional guidance.
- b. Include lessons learned in the operations process to support the phases of ReARMM.
- c. Use, share, and submit lessons to improve the ability to conduct decisive action across all levels of war.
- d. As Commander, U.S. Army Reserve Command—
 - (1) Encourage units to submit an AAR in JLLIS within 90 days after completing training, operations, or modernization or as directed by HQDA.
 - (2) Contact the CALL JLLIS administrator for any assistance. See DA Pam 11–33 for an AAR template.
- e. Provide CALL with proposed next FY Army collection topics no later than 31 December annually per ALLAP.

- f. Participate in the ALLF, as required, to assist in resolving issues affecting the Army and the USAR.
- g. Provide support to CAATs deployed to USAR unit training events or operations, as directed.

2–5. Commanding General, U.S. Forces Command

The CG, FORSCOM will—

- a. Ensure a lessons learned capability is embedded in all commands and activities. Appoint an OLM and JLLIS administrator (can be the same person). Ensure assigned personnel are trained on lessons learned procedures. Publish a lessons learned SOP to implement the ALLP within FORSCOM. If desired, the SOP can outline guidelines for subordinate units or organizations to capture and share recommendations for improvement in readiness and lethality. See DA Pam 11–33 for additional guidance.
- b. Include lessons learned in the operations process to support the phases of ReARMM.
- c. Use, share, and submit lessons to improve the ability to conduct decisive action across all levels of war.
- d. Ensure units submit an AAR or other lessons learned products as directed by HQDA.
- e. Encourage units to submit an AAR in JLLIS within 90 days after completing training, operations, or modernization or as directed by HQDA. Contact the CALL JLLIS administrator for any assistance. See DA Pam 11–33 for an AAR template.
- f. Provide CALL with proposed next FY Army collection topics no later than 31 December annually per ALLAP.
- g. Participate in ALLAP quarterly program reviews and the Army lessons learned synchronization workshop.
- h. Provide a deputy commanding general (DCG) or designated representative to participate in the ALLF General Officer Steering Committee (GOSC). See DA Pam 11–33.
- i. Publish an annual umbrella week plan to support the sharing of operating force observations and lessons with the Army.
- j. Provide a semiannual synopsis of significant Combat Training Center (CTC) lesson and/or trends to CALL for publishing to the Army.
- k. Ensure brigade combat team warfighters' forums are resourced and linked to the ALLF.
- l. Provide support to CAATs deployed to FORSCOM training events or operations, as directed.

2–6. Commanding General, U.S. Army Materiel Command

The CG, AMC will—

- a. Ensure a lessons learned capability is embedded in all commands and activities. Appoint an OLM and JLLIS administrator (can be the same person). Ensure assigned personnel are trained on lessons learned procedures. Publish a lessons learned SOP to implement the ALLP within AMC. If desired, the SOP can outline guidelines for subordinate units or organizations to capture and share recommendations for improvement in readiness and lethality. See DA Pam 11–33 for additional guidance.
- b. Include lessons learned in the operations process to support the phases of ReARMM.
- c. Use, share, and submit lessons to improve the ability to conduct decisive action across all levels of war.
- d. Encourage units to submit an AAR in JLLIS within 90 days after completing training, operations, or modernization or as directed by HQDA. Contact the CALL JLLIS administrator for any assistance. See DA Pam 11–33 for an AAR template.
- e. Provide CALL with proposed next FY Army collection topics no later than 31 December annually per ALLAP.
- f. Participate in ALLAP quarterly program reviews and the Army lessons learned synchronization workshop.
- g. Provide a DCG or designated representative to participate in the ALLF GOSC. See DA Pam 11–33.

2–7. Commanding General, U.S. Army Futures Command

The CG, AFC will—

- a. Ensure a lessons learned capability is embedded in all commands and activities. Appoint an OLM and JLLIS administrator (can be the same person). Ensure assigned personnel are trained on lessons learned procedures. Publish a lessons learned SOP to implement the ALLP within AFC. If desired, the SOP can outline guidelines for subordinate units or organizations to capture and share recommendations for improvement in readiness and lethality. See DA Pam 11–33 for additional guidance.

- b. Include lessons learned in the operations process to support the phases of ReARMM.
- c. Use, disseminate, and archive lessons with the institutional and operational Army to improve force modernization.
- d. Ensure organizations submit an AAR or other lessons learned products as directed by HQDA.
- e. Require organizations to submit an AAR in JLLIS or final experimentation reports in Force Generation (FORGE) within 90 days after completing experiments, tests, or events. Contact the CALL JLLIS administrator for any assistance. See DA Pam 11–33 for an AAR template.
- f. Provide CALL with proposed next FY Army collection topics no later than 31 December annually per ALLAP.
- g. Participate in ALLAP quarterly program reviews and the Army lessons learned synchronization workshop.
- h. Provide a DCG or designated representative to participate in the ALLF GOSC. See DA Pam 11–33.
- i. Provide support to CAATs deployed to AFC experiments, tests, exercises, or events, as directed.
- j. Develop linkages between JLLIS and FORGE to ensure information sharing, as appropriate.

2–8. Commanding General, U.S. Army Training and Doctrine Command

The CG, TRADOC will—

- a. Ensure a lessons learned capability is embedded in all commands and activities.
- b. Serve as senior lessons manager, senior responsible officer, and/or Army lead for the ALLP.
- c. Continuously monitor the ALLP to ensure it meets Army goals to discover, validate, integrate, and assess lessons and nominate issues for resolution to complement TRADOC's responsibility for determining and integrating force requirements and synchronizing the development of DOTMLPF–P solutions across the Army per AR 5–22.
- d. Ensure all Centers of Excellence (CoEs) and/or proponents are resourced to conduct proponent-specific lessons learned collection, analysis, dissemination, and integration within their AR 5–22 responsibilities.
- e. Co-chair the ALLF GOSC with DCGs from FORSCOM, AFC, and AMC to resolve Army issues.
- f. Submit ALLAP to DCS, G–3/5/7 no later than 1 July annually to assign lessons learned collection efforts for the next FY.
- g. Ensure CoEs and schools are integrated into the ALLP and support the issue resolution process and the ALLF.
- h. Ensure forums or operational planning teams are resourced and linked to the ALLP and ALLF.
- i. Incorporate lessons learned into professional military education by developing instructional materials for officer, noncommissioned officer, and civilian education systems to support leader and self-development.
- j. Incorporate lessons learned procedures and policies as areas of interest during all accreditation visits and in quality assurance programs in accordance with TRADOC Army Enterprise Accreditation Standards.
- k. Provide unit historical reports, records, and other materials from the Center for Military History to the Army.
- l. Through the CG, Combined Arms Center (CAC)—
 - (1) Have integration and coordination authority across the Army in matters pertaining to the ALLP.
 - (2) Assign CALL as the office of primary responsibility (OPR) to oversee implementation of the ALLP.
 - (3) Ensure all CoEs, organizations, and directorates under CAC are fully integrated into the ALLP and ALLF.
 - (4) Serve as chair and host of the ALLF GOSC resolution process to drive Army change by identifying critical lessons learned and DOTMLPF–P issues.
 - (5) Develop procedures to discover, collect, analyze, validate, integrate, disseminate, and archive Army lessons.
 - (6) Ensure all published materials safeguard the identity and performance of individuals and organizations.
 - (7) Publish a semiannual report of Mission Command Training Program and CTC trends and lessons to the Army.
- m. Through the DCG, Combined Arms Center–Training (CAC–T)—
 - (1) Designate the Director, CALL as the CAC–T lead for the ALLP.
 - (2) Facilitate the official staffing of the ALLAP to CAC on or about 1 May, annually.

- n.* Through the Director, CALL—
- (1) Serve as the Army OPR for the ALLP.
 - (2) Serve as chair of the ALLF council of colonels. Conduct the ALLF to integrate Army information sharing and issue resolution. The ALLF branch chief chairs the action officer working group.
 - (3) Ensure the ALLF includes commanders of ACOMs, ASCCs, and DRUs; proponents; and UAPs to resolve issues and promote DOTMLPF–P solutions to drive Army change.
 - (4) Collect Army Staff, ACOM, ASCC, DRU, and CoE Army collection topics no later than 31 December annually. Develop an Army collection topic list for CG, CAC approval on or about 15 February annually.
 - (5) Conduct a quarterly review of the ALLAP to assess past quarter and synchronize future collection efforts.
 - (6) Conduct an annual lessons learned workshop in accordance with AR 1–50 to synchronize the next FY collection efforts for the Army.
 - (7) Submit a recommended ALLAP to TRADOC no later than 1 June annually.
 - (8) Execute special collection activities as assigned by SECARMY and CSA.
 - (9) Use direct liaison authorized by DCS, G–3/5/7 when tasked to execute ALLP missions such as CAATs.
 - (10) Execute CAATs to collect and analyze observations during major Joint and/or Army ReARMM phase events.
 - (11) Facilitate the rapid sharing of lessons across the Army during ReARMM phases.
 - (12) Provide relevant and timely lessons learned products to operational and institutional force and UAPs.
 - (13) Engage UAPs to fortify alliances and partnerships with engagements and creating lessons learned programs.
 - (14) Provide reachback support to Army, Joint, and, where appropriate, multinational commanders and assist their units as they prepare for, participate in, and return from actual operations and collective training exercises.
 - (15) Interface with Army and Joint proponents and schools and assist in integrating lessons into their courseware.
 - (16) Conduct an Army lessons learned course. This course will train designated personnel to establish and maintain local lessons learned programs.
 - (17) Develop digital and printed lessons learned products such as handbooks, bulletins, trends reports, smart cards, videos, and/or vignettes in coordination with appropriate Army force modernization proponent.
 - (18) Develop procedures that ensure the ALLP informs the doctrine development process.
 - (19) Where required, provide a forward deployed military analyst to support theater operations, the institutional force, and the operating force. Ensure the analyst coordinates with a military historian at the supported headquarters.
 - (20) Maintain the Army's repository for lessons learned and operational products in JLLIS per CJCSI 3150.25.
 - (21) Carry out the mandatory CALL procedures prescribed in DA Pam 11–33.

2–9. Commanders of Army service component commands and direct reporting units

Commanders of ASCCs and DRUs will—

- a.* Appoint an OLM and JLLIS administrator (can be the same person). Ensure assigned personnel are trained on lessons learned procedures. Publish a lessons learned SOP to implement the ALLP within assigned units or organizations. If desired, the SOP can outline guidelines for subordinate units or organizations to capture and share recommendations for improvement in readiness and lethality. See DA Pam 11–33 for additional guidance.
- b.* Include lessons learned in the operations process to support the phases of ReARMM.
- c.* Use, share, and submit lessons to improve the ability to conduct decisive action across all levels of war.
- d.* Encourage units to submit an AAR in JLLIS within 90 days after completing training, operations, or modernization or as directed by HQDA. Contact CALL JLLIS administrator for any assistance. See DA Pam 11–33 for an AAR template.

- e. Provide CALL with a secure video-teleconference or in-person key leader interview(s) for units deployed in the area of operations to gather key observations and lessons prior to their redeployment, when coordinated.
- f. Provide CALL with proposed next FY Army collection topics no later than 31 December annually per ALLAP.
- g. Participate in ALLAP quarterly program reviews and the Army lessons learned synchronization workshop.
- h. Participate in the ALLF, as required, to assist in resolving Army issues. See DA Pam 11–33.
- i. Engage UAPs to determine willingness, capability, and capacity to exchange information and establish data sharing events such as seminars, multinational engagements, partner exercises, and bilateral staff talks.
- j. Provide support to CAATs deployed to ASCC or DRU training events or operations, as directed.

2–10. Commandant, U.S. Army War College

Commandant, USAWC will—

- a. Include lessons learned, as appropriate, to support curriculum, electives, exercises, experiments, and war games.
- b. Collect and share strategic level insights on venues appropriate for internal or external stakeholders to the Army.
- c. Ensure the USAWC Press website includes a hyperlink to the CALL website.
- d. Make research materials available to CALL, to include Integrated Research Project reports, Award-winning student research projects, and USAWC press publications.
- e. Periodically review CALL and other lessons learned products to determine applicability for USAWC curricula.
- f. Comply with the requirements in paragraph 2–9.

Chapter 3

Army Lessons Learned Program

3–1. Overview

The primary objective of the ALLP is to enhance Army readiness and improve capabilities by driving positive change in DOTMLPF–P. Commanders and leaders at all levels will foster a proactive learning culture in their organizations to drive this change. An effective lessons learned program prevents mistakes and repeats success thus saving lives and resources. All force management proponents must implement the lessons learned process within their AR 5–22 responsibilities. Additionally, the CG, TRADOC through TRADOC schools should implement the lessons learned process in conjunction with Army Enterprise Accreditation System (AEAS) requirements.

3–2. Army Lessons Learned Program responsibilities

- a. Commanders of ACOMs, ASCCs, and DRUs and force management proponents such as CoEs will nest their lessons learned program with the ALLAP using the procedures detailed in DA Pam 11–33.
- b. Army units, such as corps through brigade, or other Army organizations may use their annual command guidance to establish FY collection efforts and quarterly training briefs to assess progress of their lessons learned program. Organizations may use the procedures described DA Pam 11–33 to augment their lessons learned program or participate in Army events (when approved).

Chapter 4

Organization Lesson Managers

4–1. Appointment

- a. An OLM must be on appointment orders.
- b. Recommend organizations have an alternate OLM on appointment orders.
- c. Refer to DA Pam 11–33 for OLM duties and functions.

4–2. Training requirements

A lesson manager must be trained on lessons learned procedures pursuant to the mandatory procedures prescribed in DA Pam 11–33.

a. Joint Knowledge Online (JKO) training. All OLMs and lesson managers must complete the Joint Lessons learned Program. See DA Pam 11–33 for enrollment instructions.

b. Army lessons learned course training. All OLMs must complete the Army Lessons Learned Course. The course focuses on training personnel who have or will have responsibility for establishing and managing a lessons learned program in their organization. See DA Pam 11–33 for enrollment instructions.

Chapter 5

Joint Lessons Learned Information System Administrators

5–1. Appointment

a. Commanders of ACOMs, ASCCs, and DRUs will appoint a JLLIS administrator in writing.

(1) Lower-echelon commanders should appoint a JLLIS administrator in writing.

(2) In some cases, depending on the size of the organization, the JLLIS administrator can also be the organization's OLM.

b. Refer to DA Pam 11–33 for JLLIS administrator duties and functions.

5–2. Training requirements

JLLIS administrators will—

a. Familiarize themselves with the administrator and user guides found under the “Information Portal” tab in JLLIS.

b. Complete the Joint Lessons Learned Program training in JKO and JLLIS online tutorial.

c. Contact the Army tier administrator for additional training.

Appendix A

References

Section I

Required Publications

AR 1–50

Army Conference Policy (Cited in para 2–8n(6).)

AR 5–22

The Army Force Modernization Proponent System (Cited in *para 2–8c.*)

Army Directive 2018–07–11

Prioritizing Efforts—Readiness and Lethality (Update 11) (Cited in chap 2.)

CJCSI 3150.25H

Joint Lessons Learned Program (Cited in title page.)

DA Pam 11–33

Guide to the Army Lessons Learned Program (Cited in para 1–3.)

DA Pam 25–403

Guide to Recordkeeping in the Army (Cited in para 1–5.)

Section II

Prescribed Forms

This section contains no entries.

Appendix B

Internal Control Evaluation

B–1. Function

The function covered by this evaluation is the administration of the ALLP. It includes key controls for lessons learned management.

B–2. Purpose

The purpose of this evaluation is to assist DCS, G–3/5/7 and commanders of ACOMs, ASCCs, DRUs, and subordinate organizations in evaluating the key management controls outlined in this appendix; it is not intended to cover all controls.

B–3. Instructions

Each unit required to execute the ALLP will formally evaluate key management controls at least once every 5 years. A unit inspector, designated by the chief of staff or executive officer, will base the evaluation of the unit's administration of the ALLP on actual testing of management controls (for example, document analysis, direct observation, and sampling). The inspector will prepare a report for submission to the unit commander. The inspector will certify that the evaluation was conducted on DA Form 11–2 (Internal Control Evaluation Certification) and include it as an attachment to the inspection report. The OLM will document explanations of and corrective actions for noted shortcomings in an attachment to the evaluation report.

B–4. Test questions

- a. Has an OLM been appointed to implement and coordinate an organization's lessons learned program?
- b. Has a JLLIS administrator been appointed to manage and coordinate an organization's JLLIS account?
- c. Are the lesson managers trained on lessons learned procedures and do they understand how to use JLLIS?
- d. Does the organization have a lessons learned policy letter or SOP?
- e. Has the organization operationalized a lessons learned program in their planning and execution activities?
- f. Does the organization have a process to review observations to determine what best practices need to be implemented or what issues and lessons must be forwarded to higher headquarters?
- g. Is the organization disseminating and archiving observations and lessons to improve readiness or lethality?
- h. Are units larger than brigade submitting an AAR to CALL no later than 90 days after returning to home station after participating in an Army, Joint, combined operation, or major training exercise as required by chapter 2?

B–5. Supersession

This evaluation replaces the evaluation previously published in AR 11–33, dated 14 June 2017.

B–6. Comments

Help to make this a better tool for evaluating internal controls. Submit comments to the Deputy Chief of Staff, G–3/5/7 (DAMO–SS), usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@army.mil.

Glossary of Terms

Army Lessons Learned Program community

Individuals and organizations that participate in the ALLP.

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.

Issue

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

Joint Lesson Learned Information System administrator

Appointed person that has overall responsibility for the management of an organization's JLLIS account.

Lesson

Validated observation(s) that summarize a capability, tactic, technique, or procedure to be sustained, disseminated, and replicated (best practice); or that identifies a capability or performance shortfall requiring corrective action (issue).

Lessons learned

A resolved issue or best practice that improves operations or activities and results in an internalized change to capability, process, or procedure.

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 of primary responsibility

The office responsible for the daily execution of the program.

Organization lesson manager

Appointed person that has overall responsibility for the management of an organization's lessons learned program. May also have specified duties as a lesson manager in the lessons learned process.

Trend

An identified lesson or best practice supported by three or more validated observations from multiple sources within a reasonable period.

Validation

The review of submitted observations to determine if they are accurate, relevant, and contain potential issues or best practices that may improve future performance.

SUMMARY of CHANGE

AR 11–33
Army Lessons Learned Program

This major revision, dated 14 July 2022—

- Revises the term “lessons and best practice” to “lessons” (throughout).
- Replaces “Army Force Generation and Sustainable Readiness Models” with “Regionally Aligned Readiness and Modernization Model” (throughout).
- Adds term “Joint Lessons Learned Information System administrator” (throughout).
- Revises the purpose of the Army Lessons Learned Program (para 1–1).
- Adds DA Pam 11–33 as an associated publication (para 1–3).
- Incorporates Army Directive 2018–07–11, Prioritizing Efforts—Readiness and Lethality (Update 11) (chap 2).
- Consolidates and revises responsibilities for Army organizations (chap 2).
- Adds “organization lesson manager” as a term (chap 2).
- Revises Army lessons learned terms to align with Joint doctrine (glossary).

UNCLASSIFIED

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