Learning from Action:
Lessons Learned Integration

Center for Army Lessons Learned
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Overview

- Knowledge Management
- Lessons Learned Process
- Lessons Learned Integration
- Issue Resolution
Knowledge Management

- Knowledge Management (KM) is broadly defined as that which enables an organization to make decisions and or take action.

- KM facilitates the ability to collaborate, integrate, reuse, and apply information, insight, expertise, and experience to solve problems, make decisions, and improve operational performance.
Knowledge Management Activities

- Facilitated Transfer
- After action Reviews (AAR)
- Lessons Learned

- Communities of Practice (CoP)
- AAR
- Lessons Learned

- Portals
- Content Management
- Expertise Locator Systems

Self-Service

Networks & CoPs

Facilitated Transfer of Best Practices

Lower

Human Interaction

Higher

Tacit

Explicit

Knowledge

*2003 American Productivity & Quality Center
Army Collaborative / KM Systems

- AKO
- BCKS
- L2I
- LOG Net
- XO Net
- Battle Staff NCO Net
- CompanyCommand.com
- PlatoonLeader.com
- LeaderNet
- Stryker Net
- Spartan Net
- Command Net
- Cav net (1st CAV)

NOTE: Not a full list
JIM Collaborative / KM Systems

- DKO
- JLLIS
- JCOA
- Service LL sites
- Air Force Portal
- Navy Portal
- Homeport (USCG)

- LLIS (DHS)
- SEC-LLC (DoE)
- IMT (USDA, DoI)
- PBPS (UN)
- JALLC (NATO)
- ABCA LL Sites

NOTE: Not a full list
Lessons Learned Process

ARCHIVE

COLLECT
Observations, Insights, Lessons

THE FORCE

REUSE
Best Practices

ANALYZE

VERIFY

DISSEMINATE
Studies, Reports, Guides

ORGANIZATIONAL CHANGE

Issues
Lessons Learned Integration

- Lessons Learned integration is the process of actively applying operational insights, and lessons to solve specific problems, update doctrine, develop training support packages for the Force, and improve overall readiness.

- L2I is successful when you can demonstrate/maintain widespread application of Lessons Learned that creates more informed leaders, personnel, and units better prepared to conduct full spectrum operations anywhere in the world.
Lessons Learned Process

**Integration**

- Collect
- Analyze
- Reuse
- Verify
- Disseminate
- Archive

**The Force**

- Observations, Insights, Lessons

**Organizational Change**

- Best Practices
- Studies, Reports, Guides
- Issues
People and Network

L2I Analysts

Joint / Interagency / Multinational L2I Analysts

Today
- Air Force
- Marines
- SOCOM

Near Term
- JFCOM
- Navy
- NORTHCOM
- US Agency for International Development (USAID)
- State Department
- CIA / DEA / FBI
- Homeland Security / FEMA
- ABCA L2 Centers

Out Years
- PACOM
- EUCOM
- AFRICOM
- SOUTHCOM
- CENTCOM
- STRATCOM
- TRANSCOM
- Coast Guard
- Wildland Fire L2 Center
- Health, Safety, & Security (HSS)
- Intel Transportation Sys (ITS)
- JALLC (NATO)
Lessons Learned Process

Issue Resolution

- ARCHIVE
- COLLECT
  Observations, Insights, Lessons
- THE FORCE
- REUSE
  Best Practices
- ANALYZE
- VERIFY
- DISSEMINATE
  Studies, Reports, Guides
- ORGANIZATIONAL CHANGE
- Issues
Lessons Learned Process

Issue Resolution


• Joint – JLLIS

• DHS – LLIS and Corrective Action Process (CAP)
CAC Issues Resolution Process

Framing the Issue:

• “Big” issues require participation by multiple Army proponents and/or leads across TRADOC to resolve.

• Often issues are worked from internal perspectives based on what they can fix.

• Most “big” issues are reoccurring gaps that continue to plague our leaders and Soldiers.

• The process and governance for addressing these “big” issues must take place at the appropriate level ensuring buy-in / ownership and a collaborative effort.

How can the CAC Commander make an impact on the Force?

“Identifying issues, placing Commanders/Directors in charge”
Quarterly Issue Resolution Cycle

Month 1
Action Officer Level Working Group (LTC/MAJ)

Purpose:
Prepare CoP actions
Validate/prioritize issues,
Identify lead/spt, work
action plans, synch
collection efforts

Participants:
CAC G3 rep (chair),
CALL (facilitator),
All tasked leads and
assist agencies

Month 2
Council of Colonels (CoC)
Session

Month 3
Communities of Practice (COP) GOSC

Action Officer Level Working Group (LTC/MAJ)

Purpose:
Prepare CoP issues for GOSC,
decide CoP issues for next
cycle, recommendations for
DIL adds/deletes/changes

Participants:
CAC G3 (chair), CALL Dir (facilitator),
TRADOC G3/5/7,
MSO Dirs, Center CoS,
CoS CASCOM, CoS AMEDD,
CoS ARCIC, AMC rep

Issues for next CoP
DIL updates
CG directives

CAC G3 FRAGO

CG Pre-brief

Next Cycle

Selected
DIL Focus
areas

Quarterly Issue Resolution Cycle
The Interagency CAP Process

**Event Evaluation**
- Event Evaluators observe and analyze exercises to develop preliminary recommendations.
- Output: DRAFT AAR with preliminary recommendations.

**Step 2: After-Action Conference**
- Exercise Participants review DRAFT AAR and develop proposed CAs.
- Output: Final AAR/RP with specific CAs, action officers, start dates, and completion dates.

**Step 3: Issue Prioritization**
- NEP/ESC prioritizes CAs and sends to DRG for finalization.
- Output: List of prioritized CAs.

**Step 4: Issue Assignment**
- Affected PCC formally assigns priority CAs to appropriate DIA via ExecSec channels.
- Output: Formal notification of CA assignments to appropriate DIA.

**Step 5: Solution Development**
- Assigned DIA develops Implementation Plan for assigned CA.
- Output: Implementation Plan with defined timelines and milestones.

**Step 6: Solution Review**
- Affected PCC reviews implementation plan and provides feedback.
- Output: Final Implementation Plan reflecting PCC feedback.

**Step 7: Solution Implementation**
- Assigned DIA implements CAs in accordance with proposed timelines and milestones.
- Output: Progress toward CA implementation tracked in CAP System.

**Step 8: Solution Validation**
- Assigned DIA validates implemented CAs through metrics defined in implementation plan.
- Output: E.g., Exercise objectives testing and validating CAs.

**Step 9: Solution Reporting**
- NEP/ESC compiles and distributes reports to DIA, PCC, and HSC Deputies Committee.
- Output: CA implementation summarized and reported.

**Key Acronyms**
- AAR (After-Action Report)
- F (Fixed Plan)
- CA (Corrective Action)
- DIA (Department/Agency)
- HSC (Homeland Security Council)
- ExecSec (Executive Secretary)
- DRO (Domestic Resilience Office)
Learning from Action: Lessons Learned Integration

• Knowledge Management
  – Key element for change
• Lessons Learned Process
  – Seven Steps: Collect, Analyze, Verify, Reuse, Disseminate, Organizational Change, Archive
• Lessons Learned Integration
• Issue Resolution
  – CIRP
  – CAP
Learning from Action: Lessons Learned Integration

Questions