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Military Operations

USAREUR Lessons Learned Program

*This regulation supersedes AE Regulation 525-5, 31 March 2005.

For the Commander:

BYRON S. BAGBY
Major General, GS
Chief of Staff

Official:



DWAYNE J. VIERGUTZ
Chief, Army in Europe
Document Management

Summary. This regulation establishes the USAREUR Lessons Learned Program and request for research services to complement corresponding Joint Staff, DA, and USEUCOM programs.

Summary of Change. This regulation has been updated to incorporate Joint Staff and Army Lessons Learned terminology and administrative changes.

Applicability. This regulation applies to HQ USAREUR/7A staff offices and USAREUR major subordinate and specialized commands (AE Reg 10-5, app A).

Supplementation. Organizations will not supplement this regulation without USAREUR G3 (AEAGC-P) approval.

Forms. AE and higher level forms are available through the Army in Europe Publishing System (AEPUBS).

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Records titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this regulation is the USAREUR G3 (AEAGC-P, DSN 373-5094). Users may suggest improvements to this regulation by sending DA Form 2028 to the USAREUR G3 (AEAGC-P), Unit 29351, APO AE 09014-9351.

Distribution. D (AEPUBS).

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Glossary

1. PURPOSE

This regulation—

- a. Establishes the USAREUR requirement for after-action reports (AARs) and documentation of lessons learned.
- b. Explains USAREUR access to capabilities in the USAREUR Lessons Learned Office (ULLO).

2. REFERENCES

a. Publications.

- (1) AR 25-400-2, The Army Records Information Management System (ARIMS).
- (2) FM 5-0, Army Planning and Orders Production.
- (3) AE Regulation 10-5, Headquarters, United States Army Europe.

b. Form. DA Form 2028, Recommended Changes to Publications and Blank Forms.

3. EXPLANATION OF ABBREVIATIONS AND TERMS

The glossary defines abbreviations and terms.

4. USAREUR LESSONS LEARNED PROGRAM POLICY AND OBJECTIVES

a. Policy. USAREUR will follow Joint Staff and DA guidance on collecting, analyzing, and submitting observations and lessons learned. USAREUR major subordinate and specialized commands (AE Reg 10-5, app A) and HQ USAREUR/7A staff offices will collect and report observations, insights, and lessons (OIL) from operations, training events, and military exercises, including computer-assisted exercises. Reports from designated joint exercises will be submitted in the Joint After-Action Reporting System (JAARS) format.

(1) Operations directed by an executive order or deployment order from the National Command Authority require that a joint after-action report (JAAR) be submitted through command channels to the Joint Center for Lessons Learned.

(2) HQDA requires AARs for all operations to be submitted through command channels to the Center for Army Lessons Learned (CALL). A routine review of observations from various sources and validated lessons learned will be incorporated into Army operations and training.

(3) USEUCOM requires AARs be prepared in the JAAR format for specified operations and training events.

b. Objectives. The objectives of the USAREUR Lessons Learned Program (ULLP) are to—

(1) Create an archive of information for use by USAREUR major subordinate and specialized commands and HQ USAREUR/7A staff offices.

(2) Distribute lessons learned to appropriate commands and staff offices.

(3) Establish procedures for implementing lessons learned and monitor the implementation process.

(4) Help USAREUR major subordinate and specialized commands and HQ USAREUR/7A staff offices conduct research to find the information they need to prepare plans and execute operations and training.

(5) Provide command guidance and staff supervision for collecting and analyzing observations.

(6) Provide information to doctrine proponents, trainers, combat developers, and the Army staff for their use in preparing for future operations.

(7) Recommend lessons learned for use in planning USAREUR exercises and operations.

5. RESPONSIBILITIES

a. The USAREUR G3 has general staff responsibility for managing the ULLP.

b. The Chief, Lessons Learned Office, Plans Division, Office of the Deputy Chief of Staff, G3, HQ USAREUR/7A, has staff responsibility for recommending policy and procedures for, and managing the execution of, the ULLP. The Chief, Lessons Learned Office, will—

(1) Collect observations, conduct after-action reviews, and publish AARs for specified operations and training events.

(2) Give AARs and observations to HQDA; USEUCOM; USAREUR major subordinate and specialized commands; other commands, agencies, and activities; and HQ USAREUR/7A staff offices.

(3) Receive observations from USAREUR major subordinate and specialized commands and HQ USAREUR/7A staff offices and enter the observations in the ULLOS database.

(4) Participate in planning conferences and ensure previous lessons learned are incorporated in operations and exercise plans.

(5) Provide staff planners access to the ULLOS database and request for research (RFR) service.

(6) In coordination with USEUCOM, cooperate with NATO-member countries, Partnership-for-Peace countries, and other countries to acquire and distribute lessons learned, as appropriate.

c. Commanders of USAREUR major subordinate and specialized commands and HQ USAREUR/7A staff principals will—

(1) Collect and submit observations from participation—

(a) As military attachés and with military missions.

(b) In transformation, realignment, and rebasing events.

(c) In evaluations of materiel, doctrine, training, and organizations.

(d) In force-protection operations, including operations involving terrorist incidents.

(e) In historical analyses.

(f) In operations and exercises.

(g) In simulations, war games, and staff studies.

(h) In training at the United States Army Joint Multinational Readiness Center.

(i) On military observation teams.

(2) Designate a POC to coordinate actions that support the ULLP.

(3) Provide information to support AAR collection plans at least 45 days before programmed events.

(4) Provide subject-matter experts to collect, review, and analyze observations generated during USAREUR operations.

(5) Evaluate observations, determine the implication for other organizations, and recommend necessary corrective action.

(6) Provide observations within 30 days after a reportable event involving USAREUR forces unless otherwise directed.

(7) Research previously recorded observations or lessons learned when planning exercises and operations.

(8) Develop procedures to monitor the lessons-learned implementation process.

(9) Provide the status of ongoing remedial actions to the USAREUR G3 (AEAGC-P) on the first workday of each quarter of the fiscal year.

(10) Submit AARs and observation reports using one of the following methods:

(a) By e-mail to llo@eur.army.mil or llo@eur.army.smil.mil.

(b) By file transfer protocol (FTP). FTP may be requested by calling DSN 373-5100/5099, civilian 06221-175100/175099, or by sending an e-mail to one of the addresses in (a) above.

(c) By transmittal memorandum to the USAREUR G3 (AEAGC-P), Unit 29351, APO AE 09014-9351.

d. The Seventh United States Army Joint Multinational Training Command will give the ULLO and the CALL—

(1) A summary of significant trends from each rotation for review during the trends-reversal conference.

(2) Significant objective and subjective observations and insights within 45 days after each battalion and brigade rotation.

6. REPORTING AND DISTRIBUTING LESSONS LEARNED

a. Reports Supporting Lessons Learned.

(1) After-Action Reports. AARs provide OIL and include detailed information on operations and training events. Each AAR addresses specific lessons learned and recommendations.

(a) An AAR supporting an operation may include—

1. An executive summary, historical data, and a narrative describing the actions of adjacent and senior headquarters.

2. Relevant statistical data, chronologies, and a detailed analysis of the principal battlefield operating systems.

(b) An AAR supporting a major training event may include—

1. A narrative on significant conferences and milestones leading to the exercise.

2. The exercise design.

3. Other actions supporting the training audience.

(2) Observation Reports. Observation reports state a problem, define a task, describe conditions, and recommend actions needed to prevent or eliminate a problem. The standard format for a USAREUR observation report is topic, discussion, and recommendation. Each report must address only one topic. Observation reports may be used to—

- (a) Address broad or specific issues or discrepancies with regard to plans, policy, procedures, or systems.
- (b) Address shortcomings in the design of an exercise.
- (c) Document comments made during an operation or exercise “hot wash” (informal discussion among key participants immediately after an operation or exercise).

b. The Joint After-Action Reporting System. The JAARS is used for collecting and distributing observations, lessons learned, and issues generated from joint operations and exercises. A JAAR provides information on the operation and training environment of the U.S. Armed Forces. The JAAR includes—

- (1) All significant lessons learned before, during, and after the exercise or operation.
- (2) Observations from the exercise or operation and significant issues (for example, problems) that arose.
- (3) The official description of the exercise or operation.

7. USAREUR LESSONS LEARNED OFFICE

a. The ULLO archives store analyzed OIL collected from exercises, operations, and other events in which USAREUR units participated. These OIL are accessible to commanders and staff officers to support command training and readiness programs and the JAARS. The ULLO at <http://lessonslearned.eur.army.mil> or <http://lessonslearned.hqusareur.army.smil.mil> provides access to these observations.

b. The RFR service complements the lessons learned process. The ULLO, in coordination with the CALL, provides the RFR service to help commanders and their staffs gather the information they need to prepare plans and operations or conduct studies. Appendix A lists publications used in the lessons learned program. Appendix B provides guidance on the USAREUR Lessons Learned Program and RFRs.

c. The first priority for RFR service is USAREUR units engaged in operations and training events, followed by DOD agencies, other Government agencies, NATO units, and Allied units.

d. The ULLO will assign an analyst to coordinate the research and provide responses in a format and at a time agreed on by the analyst and the requester.

8. REMEDIAL ACTION

a. Commanders of USAREUR major subordinate and specialized commands and HQ USAREUR/7A staff principals are responsible for taking remedial action to improve operations and training. On request, the ULLO will help commanders and staff principals with the remedial action process by conducting research and organizing, scheduling, and facilitating follow-up reviews.

b. Recommendations that require action by organizations and agencies outside USAREUR may require coordination. The ULLO will help with coordination on request.

c. The ULLO will review OIL on selected topics, provide periodic updates to the CG, USAREUR/7A, and forward appropriate AARs and OIL reports to the CALL.

APPENDIX A
PUBLICATIONS USED IN THE LESSONS LEARNED PROGRAM

Chairman of the Joint Chiefs of Staff Instruction 3150.25C, Joint Lessons Learned Program

Chairman of the Joint Chiefs of Staff Manual 3500.03B, Joint Training Manual for the Armed Forces of the United States

AR 11-33, Army Lessons Learned Program (ALLP)

AR 350-1, Army Training and Leader Development

AR 350-28, Army Exercises

AR 870-5, Military History: Responsibilities, Policies, and Procedures

FM 7-0, Training the Force

Joint Universal Lessons Learned System (JULLS) User's Manual, Version 6.21

APPENDIX B REQUESTS FOR RESEARCH

B-1. GENERAL

The USAREUR Lessons Learned Program provides staff analysis and research services to help USAREUR major subordinate and specialized commanders (AE Reg 10-5, app A) and HQ USAREUR/7A staff principals prepare estimates, analyses, and information. This program supports the military decision-making model specified in FM 5-0.

a. The USAREUR Lessons Learned Program uses information obtained from websites accessible through both secure and nonsecure Government systems, including websites operated by foreign Governments and their armed forces. Educational institutions around the world, reputable “think tanks” that support Government programs, and commercial enterprises are also used as information sources.

b. The USAREUR Lessons Learned Office (ULLO), Plans Division, Office of the Deputy Chief of Staff, G3, HQ USAREUR/7A, will provide an analyst to discuss research requirements with requesters so that the product provided meets requirements.

B-2. REQUESTS FOR RESEARCH

Personnel submitting requests for research must provide the following information:

a. Requester’s name, grade, unit, and duty position, e-mail address, and telephone number.

b. When the product is required.

B-3. SUBMITTING REQUESTS

Requests may be submitted to the ULLO at DSN 373-5100/5099 or e-mail: llo@eur.army.mil or llo@eur.army.smil.mil.

GLOSSARY

SECTION I ABBREVIATIONS

AAR	after-action report
CALL	Center for Army Lessons Learned
CG, USAREUR/7A	Commanding General, United States Army Europe and Seventh Army
CJCSI	Chairman of the Joint Chiefs of Staff instruction
DA	Department of the Army
DOD	Department of Defense
FM	field manual
FTP	file transfer protocol
HQDA	Headquarters, Department of the Army
HQ USAREUR/7A	Headquarters, United States Army Europe and Seventh Army
JAAR	joint after-action report
JAARS	Joint After-Action Reporting System
NATO	North Atlantic Treaty Organization
OIL	observations, insights, and lessons
POC	point of contact
RFR	request for research
ULLO	United States Army Europe Lessons Learned Office
ULLOS	United States Army Europe Lessons Learned Operating System
ULLP	United States Army Europe Lessons Learned Program
USAREUR	United States Army Europe
USEUCOM	United States European Command

SECTION II TERMS

major training event

Training directed, planned, controlled, or participated in by USAREUR major subordinate and specialized commands (AE Reg 10-5, app A), HQ USAREUR/7A staff offices, or higher level organizations; or for which an after-action report is required.

observation

A written description of an action, event, series of events, or process witnessed by the author or recorded for someone other than the author without benefit of thorough analysis to fully explain context, influencing circumstances, or other factors contributing to the outcome.

organization

The structure and composition of an Army unit that allows for approved concepts and doctrine to be executed in support of specified missions.

Partnership for Peace

A program of practical, bilateral cooperation between individual partner countries and NATO. It allows partner countries to build an individual relationship with NATO, choosing their own priorities for cooperation.

remedial action process

Staff research as requested by USAREUR major subordinate or specialized commands or HQ USAREUR/7A staff offices for follow-up reviews to improve operations and training.

USAREUR Lessons Learned Office (ULLO)

The office that has proponentcy for the collection, analysis, and distribution of after-action reports and observations, insights, and lessons for this theater. This office maintains a computer database that contains records of USAREUR lessons learned and remedial actions.

USAREUR Lessons Learned Program (ULLP)

A program through which information is collected and used to improve performance and readiness. This information is obtained from validated experiences and knowledge derived from issues and studies of exercises, training operations, contingency plans, and other events that change doctrine, tactics, organization, support, or other processes.