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US Special Operations Command



Lessons Learned Program

**Briefer: Major Gerald Donohue
Chief, Lessons Learned Branch
SOKF J7-OL**

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Agenda

- **Strategic Guidance**
- **Role of Lessons Learned**
- **Lessons Learned Network**
- **Program Methodology**
- **Coalition and NATO Engagement**
- **Product Dissemination for Decision Makers**
- **Education & SOF Outreach Activities**
- **Key Takeaways**

Provide the SOF operator global access to more than 32K observations, issues and lessons learned, as well as analytical support for mission preparation.



Strategic Guidance

■ Chairman's Instruction CJCSI 3150.25D

- Joint Lessons Learned Program 2007 (Revised 08)
- Combatant Commands will execute lesson discovery, knowledge development, and implementation activities
- Designated Joint Lessons Learned Information System (JLLIS) as DOD standard

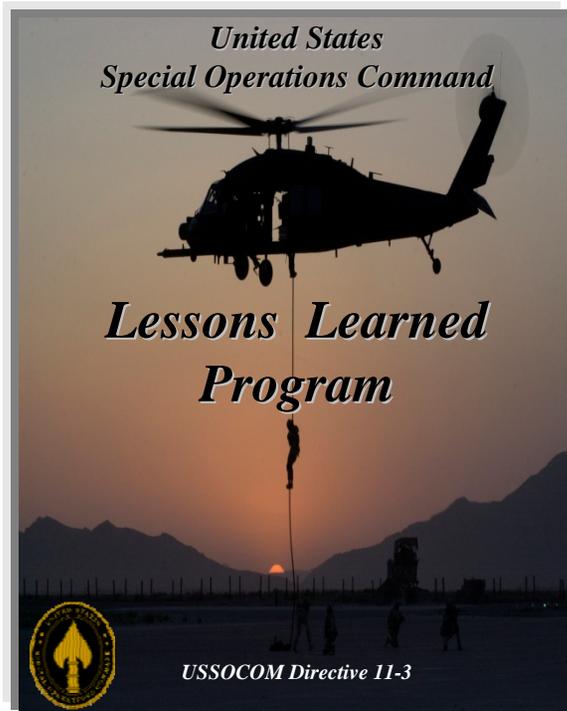
■ USSOCOM Execution Roadmap 2007

- Established Command Lesson Learned Program
- Objective is to collect, archive, analyze, resolve, and disseminate lessons learned to SOF, conventional, Joint, and Interagency communities

Program provides unique prevention benefits



Role of Lessons Learned



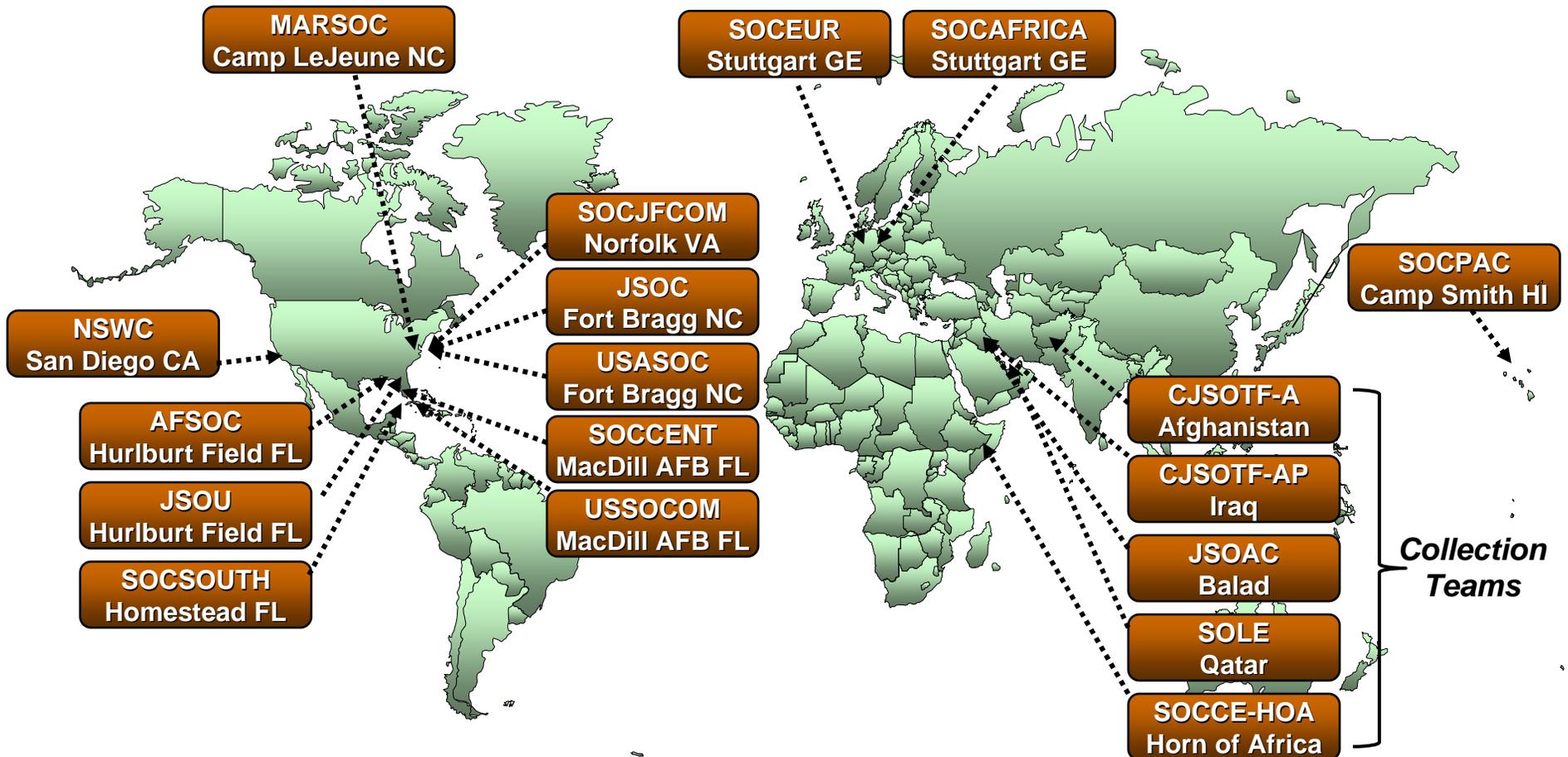
- **First**: Proactively disseminate 'relevant' lessons learned analyses into training programs, and to SOF operators at all levels
- **Second**: Conduct 'focused' active collection on SOF deployments, and provide direct, immediate feedback to commanders
- **Third**: Integrate 'solicited and unsolicited' detailed analyses on trends and gaps into USSOCOM's Capabilities - Based Planning Processes



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Lessons Learned Network (U)



Integrated network of Lessons Learned specialists extends from HQ USSOCOM Centers to Component 0-6 Level Commands

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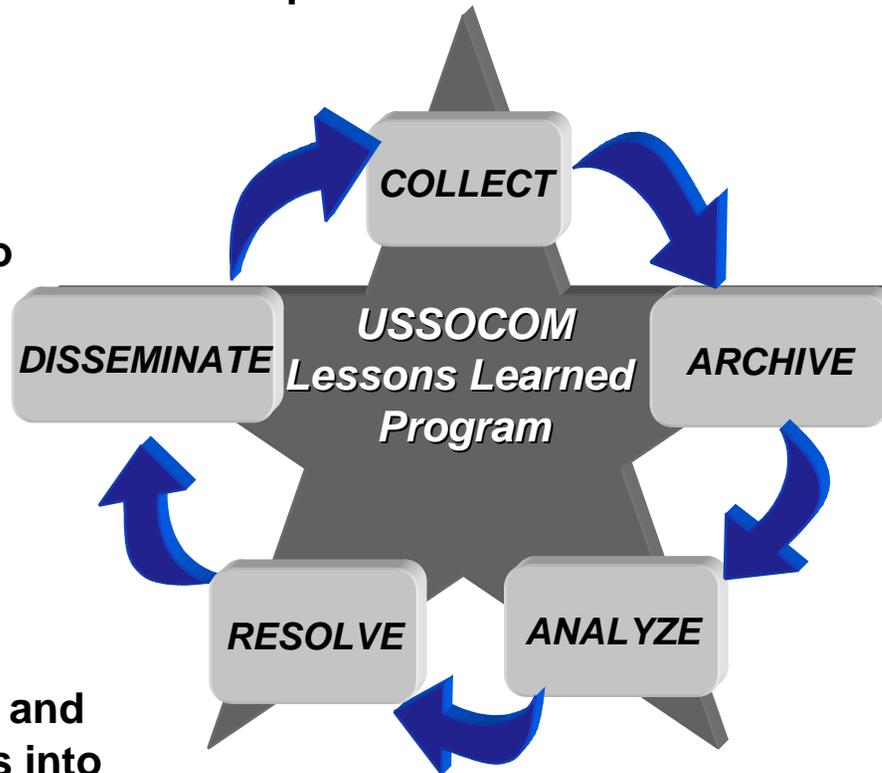


Lessons Learned Program Methodology

Collect globally using active and passive methods

Disseminate timely feedback to decision makers at all levels

Archive in a Web-based enterprise providing state of the art knowledge management



Resolve actions and integrate analyses into Capabilities Based Planning Process

Analyze operations, training, & exercises events for trends & gaps impacting missions



Collection Venues



- ***Policy and Guidance Development***
 - ***International Conferences & Symposiums***
 - ***In-Depth Strategic Analyses***
 - ***J-Code Integration***
- ***Real-World Operations, Training and Education***
 - ***Wargames / Exercises***
 - ***CJSOTF Deployments***
 - ***Experimentation***
- ***Unit Operations***
- ***Exercises***
- ***JCET Deployments***
 - ***Includes Foreign SOF Input***



Integration of Collection & Analysis

- *Joint Training System*
- *Strategic Planning Process*
- *Long Range Planning Process*
- *Program Assessments*
- *Command Focus Areas*
- *HQ SOF Deployment Operations*
- *Special Operations Research Support*
- *Force Development*



“Effectively integrating Lessons Learned is crucial to countering and defeating international terrorism threats.”



Leverage Analysis & Lessons Learned Centers

Joint & Services Analysis Centers

- Joint Center for Operations Analysis
- Center for Naval Analysis

Joint & Services Lessons Learned Centers

- Center for Army Lessons Learned
- Air Force Center for Lessons Learned

Senior Service Schools

- National & Services War Colleges
- Technology & Post Graduate School

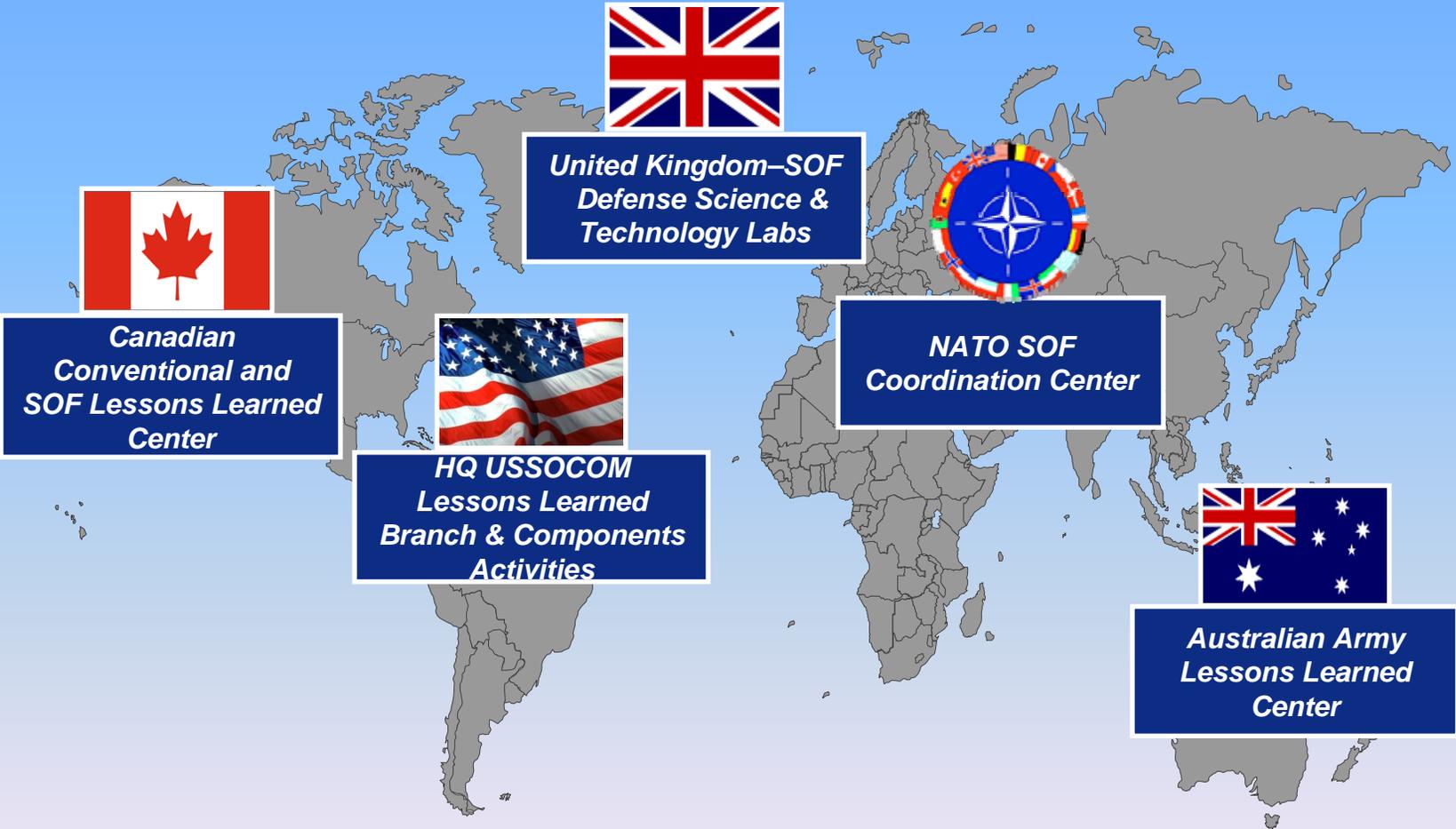
US National Labs

- Defense Advanced Research Projects Agency
- Sandia National Labs

Interagency Lessons Learned

- FBI Sensitive Site Exploitation

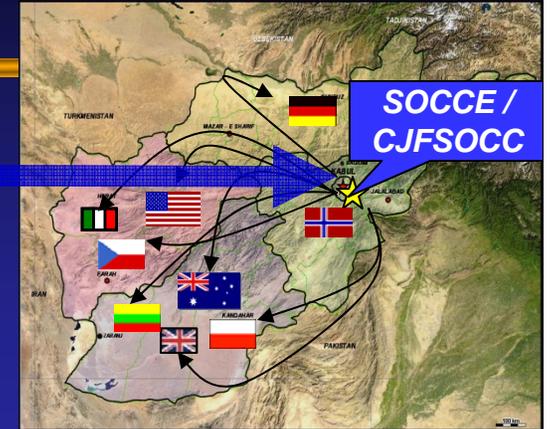
Coalition & NATO Lessons Learned Network



Information Sharing to support the SOF operators



NATO SOF Network



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Products & Services



***In-Depth Strategic Collection and Analysis
Contains Methodology, Findings, Courses of Action
Provided to Subject Functional Expert Decision Makers
Frequency as required***



***Highlights Relevant Operational Lessons
Ongoing Actions by Functional Area Experts
Provided to Senior Leadership Decision Makers
Frequency is 2-3 editions per month***



***Numerous Observations with a Common Theme
Contains Trends & Gaps impacting Mission Effectiveness
Provided to SOCOM & TSOC Leadership, JLLIS Users
Frequency is quarterly***



Products & Services

COLLECTIONS



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Lessons Learned*

1 Jun 09

Theater Activity Collection Highlights
Contains Event Description, Purpose, and Way Ahead
Provided to Senior Leadership & Middle Management
Frequency is 45-Day Cycle



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***LESSONS
LEARNED
BULLETIN***

1 Jun 09

Rapidly Disseminate Tactical Knowledge
Contains Country or Topic Specific Analyses
Provided to Unit Team Decision Makers
Frequency is 2 Per Month Minimum



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***FACT
SHEETS***

1 Jun 09

Special Requests for Analysis
Contains Findings, Ongoing Activities, Course of Actions
Provided to Senior Leadership Decision Makers
Frequency is as required



Education & Outreach Initiatives

Goal: Increase Lessons Learned Dissemination & Education

SOF Senior Enlisted Course Briefings

Lessons Learned Recognition Program

Joint Special Operations Course & PEO Briefings

Full Integration into Component School Houses

**Established specialist training plan, site visits, working groups,
feedback mechanism**

Full integration of LNOs

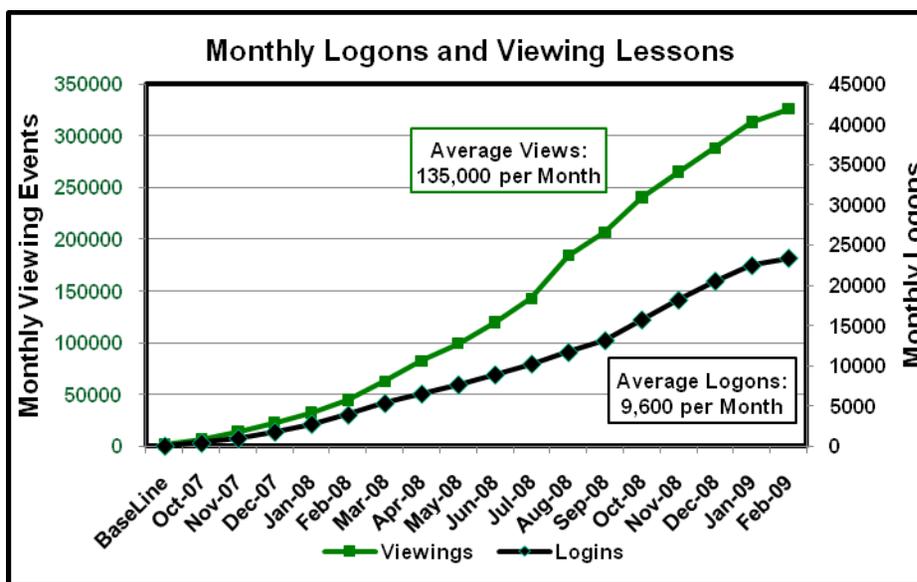
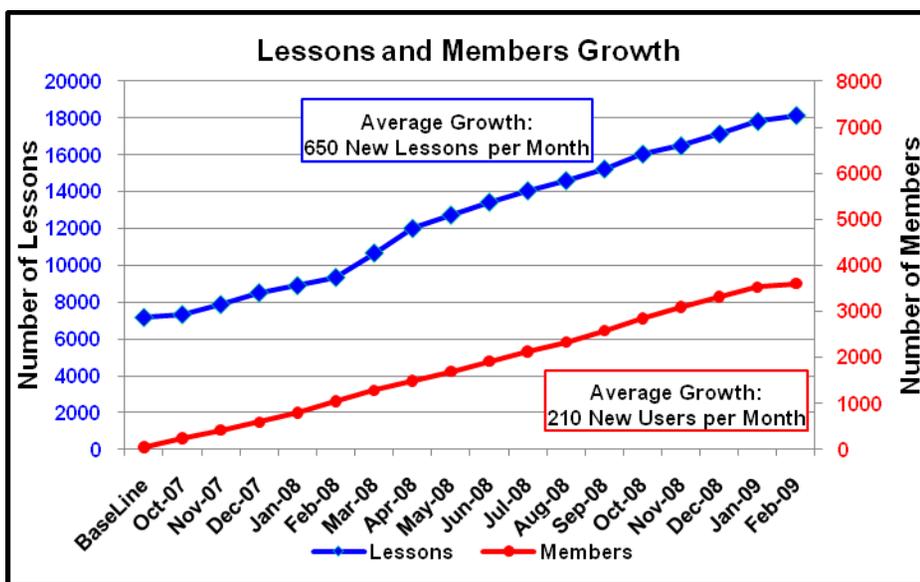
Worldwide Training Conference & SOF Week Displays



Lessons Learned Program Metrics

■ Community acceptance and growth

- HQ USSOCOM improved capability to collect, analyze, disseminate, and integrate into the commands operational and resource processes
- Components integrating lessons learned into plans and requirements
- Embedded LNOs in TSOCs establishing lessons learned program





Key Takeaways

"What We Provide"

- **Boots-on-the-Ground Perspective**
 - Identify recurring trends & capability gaps
 - Measure effectiveness
 - Provides country analysis and US/Host Nation challenges
- **Timely & relevant information to decision makers**
 - Reduce the uncertainty surrounding decisions
- **Published lessons learned products**
 - Tailored active collection, direct observations and recommended solutions sets
 - Analyses identify systemic issues and interoperability challenges
 - Database provides interactive, user-friendly, "one-stop-shopping"

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Questions

The overall classification of this briefing is:
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