

**BY ORDER OF THE COMMANDER
AIR FORCE SPACE COMMAND**



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AIR FORCE SPACE COMMAND

Supplement 1

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Operations

**READINESS EXERCISES AND
AFTER-ACTION REPORTING PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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The OPR for this supplement is HQ AFSPC/XOTX (Lt Col William B. Finter). This supplement supersedes AFI10-204_AFSPCSUP1, 1 Mar 00. This supplement implements and extends the guidance of Air Force Instruction (AFI) 10-204, *Readiness Exercises and After-Action Reporting Program*, 12 July 2002. The AFI is published word-for-word without editorial review. This supplement describes AFSPC's procedures for use in conjunction with the basic AFI. This supplement applies to Headquarters AFSPC, subordinate Numbered Air Forces (NAFs), AFSPC Direct Reporting Units (DRU) and subordinate units to the Squadron level. This supplement is applicable to Air National Guard (ANG) units, Air Force Reserve Command (AFRC) units and Individual Mobilization Augmentees (IMAs) when they support AFSPC Activities. This supplement does not limit a commander's rights or responsibilities to plan, conduct or evaluate readiness and training exercises.

SUMMARY OF REVISIONS

This supplement is substantially revised and must be completely reviewed. This revision changes AFSPC guidance and tasking in response to changes in the basic document. It defines AFSPC Activities and elements. It deletes the requirement for the Scheduling Integrated Process Team (SIPT), deletes tasks associated with that organization and establishes the Scheduling and Resources Process Team (SRPT) with new responsibilities. This supplement establishes the Consolidated Tasking Order (CTO) as the single AFSPC direction document for exercises, experiments, demonstrations and wargames. It establishes objectives for the AFSPC Exercise Program (AFSPCEP). It describes AFSPC utilization of Air Reserve Component (ARC) forces. It promulgates guidance to subordinate units and establishes AFSPC guidance for the utilization of contractors in exercises. It establishes the Space Exercise Coordination Team (SECT) as the MAJCOM Exercise Coordination Team. It establishes roles and responsibilities for AFSPC elements when participating in the SRPT and SECT. It establishes the Exercise/Experiment Project Officer (EPO) and Alternate Exercise/Experiment Project Officer (AEPO) positions and defines their responsibilities.

1.1. **Purpose.** The purpose of the Air Force Space Command Exercise Program (AFSPCEP) is to support the Air Force Exercise Program (AFEP); meet the training requirements and objectives of AFSPC, support the training requirements of United States Strategic Command (USSTRATCOM) and to communicate the mission of AFSPC to all military Services and Combatant Commands.

1.2. **Objectives.** The highest-level objective of the AFSPCEP is to train AFSPC personnel based on Air Force (AF), Joint and AFSPC Mission Essential Tasks in an operational environment with other MAJCOMS, Services and Combatant Commands. The specific AFSPCEP sub-objectives are contained in **paragraphs 1.2.5. (Added)** through **1.2.12. (Added)** below

1.2.5. (Added) To provide a venue for AFSPC personnel to practice and demonstrate the accomplishment of AF, Joint and AFSPC Mission Essential Tasks.

1.2.6. (Added) To train exercise participants on current space and Inter-Continental Ballistic Missile (ICBM) system utility, capabilities, limitations, threats and vulnerabilities.

1.2.7. (Added) To demonstrate and explore the applicability of current and potential space and nuclear operations doctrine.

1.2.8. (Added) To explore and demonstrate the utility of future space and ICBM systems and capabilities.

1.2.9. (Added) To enhance the integration of air, space and Information Operations (IO) operations.

1.2.10. (Added) To communicate the mission of AFSPC and provide support to other Air Force Major Commands (MAJCOMS), Military Services and Combatant Commands.

1.2.11. (Added) To provide a venue for Air Expeditionary Force (AEF) assigned personnel to hone their skills through exercise participation.

1.2.12. (Added) To identify deficiencies in Department of Defense (DOD), AF and AFSPC systems, capabilities and doctrine through the application of the AFSPC After Action Reporting Program (AFSP-CAARP).

1.3. **Air Force Key Exercises and Experiments.** AFSPC units should disregard all information contained in this paragraph. HQ USAF/XOCW has been dissolved and AFI 10-230 is no longer published. The Air Force Key Exercises and Experiments Program, and the Air Force Key Exercises, Experiments and Wargames Events Schedule have been discontinued.

1.4.1. The AFSPC Scheduling and Resources Process Team (SRPT) conducts the AFSPC Scheduling and Resources Process (SRP). This process determines Activity participation and applies resources to support Activities. The objective of this process is to ensure AFSPC MAJCOM and Component Command responsibilities to HQ USAF and USSTRATCOM are met within the AFSPC Activity framework and available resources.

1.4.4. The SRPT serves as the primary body for coordination of all Activities supported to be by AFSPC.

1.4.5. The CTO is a written order signed by the AFSPC Commander. The CTO authorizes AFSPC elements to participate in the Activities identified in the CTO. No AFSPC element will undertake any Activity support, external to AFSPC, without such Activity being approved by the SRPT and appearing in the CTO.

1.4.8. All AFSPC organizations forward desired exercise objectives to the AFSPC Exercise/Experiment Project Officer (EPO). The EPO acts as the single point-of-contact for coordinating exercise objectives with higher headquarters. AFSPC exercise program objectives contained in **paragraph 1.2.** above are

intended to provide high-level guidance for the development of exercise objectives. They should be used in conjunction with the Activity sponsor's objectives and the sources indicated above to develop AFSPC objectives for a specific Activity.

1.4.10. AFSPC will coordinate and utilize ARC forces to the fullest extent possible for exercise planning, control and execution. Contractors will only be incorporated in exercises consistent with their contractual obligations.

1.4.16. HQ AFSPC/XOTX nor subordinate unit exercise planning personnel will not direct contractor participation or encumber the Government for additional contractor services for exercise support. HQ AFSPC/XOTX and NAF exercise planning personnel will coordinate contractor support and essential services (CSES) with the appropriate Air Force contracting organization if specific contractor support is required for an exercise.

2.2. MAJCOMs, FOAs, and DRUs. HQ AFSPC/XOT will convene the AFSPC SRPT annually. The SRPT will assess the AFSPC capability to support the Activities based on AFSPC training objectives and AFSPC Mission Essential Tasks and the training requirements of USSTRATCOM as specified in the USSTRATCOM Joint Training Plan. The result of the annual SRPT constitutes the draft AFSPC Consolidated Tasking Order (CTO).

2.2.1.1. HQ AFSPC/XOTX will identify to HQ USAF/XOOT and HQ USSTRATCOM an EPO for each exercise in which AFSPC will participate.

2.2.1.2. HQ AFSPC/XOTX will conduct an internal training program for assigned and attached ANG personnel to ensure personnel are qualified to plan and execute exercises and are familiar with Joint Chiefs of Staff (JCS) and other Services exercise programs.

2.2.2.1. This supplement constitutes HQ AFSPC policy and guidance to subordinate units for the conduct of exercises directed in the CTO. NAFs and DRUs should supplement the basic document and this supplement to provide guidance to subordinate units

2.2.2.2. HQ AFSPC/XOTX will act as the AFSPC OPR for information and reports to and from HQ USAF, HQ USSTRATCOM and subordinate units. Additionally, HQ AFSPC/XOTX will represent AFSPC at HQ USAF, HQ USSTRACOM and theater exercise scheduling conferences. In support of these responsibilities, HQ AFSPC/XOTX will request participation from subordinate units when appropriate.

2.2.3.3. HQ AFSPC/XOTX will establish and operate the AFSPC counterpart to the CJCS Remedial Action and Air Force After-Action Reporting Programs.

2.2.4.3. HQ AFSPC/XOTX will provide a Program Element Monitor for PE 28011F within AFSPC.

2.2.5. (Added) Responsibilities of AFSPC Exercise Elements.

2.2.5.1. (Added) HQ AFSPC Directorates will:

2.2.5.1.1. (Added) Identify an SRPT and SECT POC to HQ AFSPC/XOTX.

2.2.5.1.2. (Added) Participate in the annual HQ AFSPC SRPT conference.

2.2.5.1.3. (Added) Participate in exercises identified for their participation in the CTO.

2.2.5.1.4. (Added) Participate in the AFSPC Remedial Action Program (AFSPCRAP) and AFSPC After Action Reporting Program (AFSPCAARP).

- 2.2.5.1.5. (Added) Develop specific objectives and events for the Master Scenario Events List (MSEL) for AFSPC supported Activities
- 2.2.5.2. (Added) Numbered Air Forces, and the Space and Missile Systems Center (SMC) will:
- 2.2.5.2.1. (Added) Identify an SRPT and SECT POC to HQ AFSPC/XOTX.
- 2.2.5.2.2. (Added) Participate in the annual HQ AFSPC SRPT conference
- 2.2.5.2.3. (Added) Participate in exercises identified for their participation in the CTO.
- 2.2.5.2.4. (Added) Participate in the AFSPCRAP and AFSPCAARP.
- 2.2.5.2.5. (Added) Develop specific objectives and events for the MSEL for AFSPC supported Activities.
- 2.2.5.2.6. (Added) Coordinate on exercise events submitted by subordinate units.
- 2.2.5.3. (Added) The Space Warfare Center (SWC) will:
- 2.2.5.3.1. (Added) Provide exercise support as defined by the CTO.
- 2.2.5.3.1.1. (Added) Develop and provide space and/or missile simulation and modeling capabilities. These capabilities will provide high-fidelity representation of U.S., allied, neutral and opposing space forces.
- 2.2.5.3.1.2. (Added) Develop, in conjunction with HQ AFSPC/XOTX, databases for systems such as the Space Battle Management Core System (SBMCS).
- 2.2.5.3.1.3. (Added) Operate, in conjunction with HQ AFSPC/XOTX, space capabilities and/or simulations of space systems, necessary to present specific events to the Exercise Target Audience. This may include SBMCS and/or Distributed Mission Operations (DMO) or Distributed Mission Training (DMT) systems.
- 2.2.5.3.1.4. (Added) Develop specific objectives and events for the MSEL for AFSPC supported Activities.
- 2.2.5.3.1.5. (Added) Coordinate on exercise events submitted by subordinate units.
- 2.2.5.3.2. (Added) Identify to HQ AFSPC/XOTX a single POC for each exercise who will be the SWC representative to the Activity SECT.
- 2.2.5.3.3. (Added) Provide "Space Warrior" pre-Activity training as directed by the CTO and coordinated and funded by HQ AFSPC/XOTX.
- 2.2.5.3.4. (Added) 527th Space Aggressor Squadron (SAS) and the 26th SAS (AFR) shall provide realistic opposing force (OPFOR) for exercises directed by the CTO. Such OPFOR capabilities shall be able to demonstrate offensive and defensive space capabilities that could be used against U.S. and allied forces. The SAS shall have the capability to demonstrate space and information products from exercises in progress. The SAS shall be prepared to develop exercise events that demonstrate OPFOR capabilities and the means of employment of these capabilities. The 527 SAS and SWC shall establish procedures with other Air and IW aggressor organizations to ensure that OPFOR activities are representative of a fully integrated and coherent adversary. All space aggressor personnel taking part in any exercise shall be certified through a HQ SWC approved certification process.
- 2.2.5.3.5. (Added) Air Force Tactical Exploitation of National Capabilities (AF TENCAP) (HQ SWC/CT), at the direction of the AFTENCAP Director, will assist with the incorporation into exercises of AF

TENCAP projects and will be prepared to develop events necessary to trigger the use of such capabilities. To reduce the possibility of conflicts between space projects within an Activity all AFTENCAP projects and/or capabilities must be coordinated through HQ AFSPC/XOTX before inclusion in any Activity. SWC/CT will be prepared to provide personnel with appropriate expertise and capabilities necessary to support specific exercises as directed by the CTO.

2.2.5.3.6. (Added) Participate in the AFSPCRAP and AFSPCAARP.

2.2.5.4. (Added) AFSPC Wings will:

2.2.5.4.1. (Added) Develop and operate a Wing exercise program in support of this document and AFI 10-2501, Full Spectrum Threat Response (FSTR) Planning and Operations.

2.2.5.4.2. (Added) Ensure Wing exercises are approved by the AFSPC SRPT and appear in the AFSPC CTO.

2.2.5.4.3. (Added) Identify an exercise POC to HQ AFSPC/XOTX for all CTO directed exercises above the Wing level.

2.2.5.4.4. (Added) Participate, at the direction of their NAF, in the annual HQ AFSPC SRPT conference.

2.2.5.4.5. (Added) Participate in exercises as directed in the CTO.

2.2.5.4.6. (Added) Develop specific objectives and events for the MSEL for AFSPC supported Activities.

2.2.5.4.7. (Added) Coordinate on exercise events submitted by subordinate units.

2.2.5.4.8. (Added) Participate in the AFSPCRAP and AFSCPAARP.

2.2.5.5. (Added) Scheduling and Resources Process Team (SRPT):

2.2.5.5.1. (Added) **Organization.** The AFSPC SRPT is composed of representatives from all AFSPC elements operating under the sponsorship of the Director of Air and Space Operations (HQ AFSPC/XO). SRPT meetings are scheduled annually with follow-up meetings quarterly. The Team Chair, HQ AFSPC/XOTX, has authority over team members with respect to cross-functional scheduling and tasking issues. Tasking may also originate from regular staff channels. The Team Chair will be the spokesperson for the SRPT membership and forward all team decisions to the AFSPC/XO and AFSPC/CC. The SRPT coordinates and schedules AFSPC resources and assets. The SRPT evaluates a moving 3-year period to facilitate forecasting, funding, programming, training and manpower requirements.

2.2.5.5.2. (Added) **Function.** The SRPT will meet and act on the recommendations of HQ AFSPC/XOTX relative to the scheduling and resource application for Activities. The approved list of Activities and resources is considered the draft CTO.

2.2.5.5.2.1. (Added) HQ AFSPC/XOTX will:

2.2.5.5.2.1.1. (Added) Monitor all future exercises.

2.2.5.5.2.1.2. (Added) Recommend to the SRPT those exercises in which AFSPC should participate.

2.2.5.5.2.1.3. (Added) Provide a Secretariat to the SRPT and prepare the CTO for approval by the AFSPC/CC.

2.2.5.5.2.1.4. (Added) Provide the SRPT Team Chair.

2.2.5.5.3. (Added) **Membership:**

2.2.5.5.3.1. (Added) SRPT Membership will consist of the SRPT Team Chair from HQ AFSPC/XOTX and representatives from each AFSPC element that has scheduling and/or tasking responsibility or is tasked to participate in exercises directed by the CTO. Directors/Commanders will appoint representatives to the SRPT and empower them to commit resources and make scheduling changes, within the framework of the CTO, for their organizations.

2.2.5.6. (Added) **Space Exercise/Experiment Coordination Team (SECT)**

2.2.5.6.1. (Added) **Organization.** The AFSPC SECT is composed of representatives from all AFSPC elements deemed necessary by the Activity EPO or as requested by AFSPC elements. Meetings will be scheduled before all planning conferences.

2.2.5.6.2. (Added) Function. **The SECT will assist the EPO with all areas of planning and execution of activities.**

2.2.5.6.2.1. (Added) HQ AFSPC/XOTX will:

2.2.5.6.2.1.1. (Added) Provide an EPO for all Activities specified on the CTO.

2.2.5.6.2.1.2. (Added) Chair the specific Activity SECT.

2.2.5.6.3. (Added) **Membership:**

2.2.5.6.3.1. (Added) SECT Membership will consist of representatives of elements participating in the SRPT as specifically requested by the EPO for a specific Activity.

3.1.2.1. The EPO in coordination with the SECT will establish AFSPC-specific objectives for each exercise identified in the CTO IAW **paragraph 1.4.8.** above.

3.1.3.10. (Added) HQ AFSPC will supplement HQ USAF or HQ USSTRATCOM Exercise Plans or publish independent plans, as appropriate, to provide guidance to subordinate units for specific Activities.

4.3.2. HQ AFSPC will use the Joint Master Scenario Events List (JMSEL) program, to the maximum extent possible, for all exercises supported by AFSPC. AFSPC elements should ensure access to the SIPRNet and access to the JMSEL program as soon as exercise planning begins.

5.2.1. AFSPC elements below the NAF level supporting CTO directed Activities submit AARs and lessons learned to HQ AFSPC/XOTX through the appropriate NAF IAW **paragraph 5.3.** Air Force Reserve Forces submit reports to HQ AFRC/DOOX, 155 2nd Street, Robins AFB GA 31098-1635, and to 10AF/DOO, 1700 Military Parkway, NAS Fort Worth JRB, Carswell Field, TX, 76127-6200. Any intermediate Headquarters or DRU responsible for after-Activity review will review inputs and forward reports to HQ AFSPC/XOTX NLT 15 days after Activity completion to allow time for MAJCOM reporting responsibilities specified in **paragraph 5.3.1** below.

5.3.5. AFSPC NAFs, SMC and SWC will prepare and submit a consolidated Summary Report for each CTO directed Activity in which they participate. These reports are due NLT 30 days after exercise or real-world operations/contingency completion. For Activities exceeding 30 days, submit interim reports NLT 60 days after STARTEX/initial deployment. No formal report to HQ AFSPC is necessary for a local exercise unless problem resolution is not possible at the wing or NAF level.

5.4. **Report Submitting Procedures.** AFSPC elements will submit reports using Air Force Instructional Input Program (AFIIP), Advanced Lessons Management System (ALMS) On-line or the Word document format. The downloadable software programs and forms can be accessed on the AFSPC/XOTX Internet

or SIPRNET homepages. Subordinate units forward unresolved deficiencies to their NAF. The NAF then forwards reports as necessary to HQ AFSPC/XOTX.

5.5.1. AARs received by HQ AFSPC will be reviewed and analyzed. Resolved issues will be posted on the AFSPC/XOTX homepages for dissemination. Reports requiring further action will be forwarded to HQ USAF/XOOT for review.

6.4.1. The AFSPC Exercise & Contingency Corrective Action Board (ECCAB) complements the AFRAP Review Group. The ECCAB is composed of representatives from HQ Directorates, NAFs, SWC and SMC and operates as a two phased process. The O-6 Review Board reviews/resolves lessons learned resulting from AFSPC participation in Activities. ECCAB members must have authority to accept/decline OPR designation for the directorate or organization. The ECCAB is chaired by Director of Air and Space Operations (HQ AFSPC/XO) and convenes quarterly. The ECCAB reviews and confirms the actions of the O-6 Review Board.

6.4.1.1. (Added) The AFSPC Counterspace ECCAB (ACECCAB) mirrors the ECCAB and is chartered to review/resolve vault-level lessons learned. The ACECCAB convenes quarterly.

6.5. Coordinating Air Force Tracked Issues. OPRs assigned by the ECCAB/ACECCAB work their problems to resolution. Within 30 days, OPRs will provide the AFSPC RAP Manager with a problem status update. After resolution and validation of problem, the OPR informs the AFSPC RAP Manager that an AFSPC problem is ready for closure. After receipt of status updates, the AFSPC RAP Manager incorporates the changes into the AFSPC Lessons Learned database. AFSPC personnel will be able to view validated RAP and LL on the XOTX websites. Closed problems will be posted on the AFSPC/XOTX homepages for dissemination. Extensions exceeding the 30-day period must be obtained from the AFSPC RAP Manager. Unresolved AFSPC problems will be forwarded to USAF/XOOT for inclusion into the AFRAP.

6.6. Validating Air Force Tracked Issues. The most common method for problem validation is through subsequent exercises. However, accomplish validation using any method that provides the ECCAB/ACECCAB assurance of problem correction. In some cases problem validation may be unnecessary or not feasible.

6.7. Closing Air Force Tracked Issues. The O-6 Review Board will recommend the closure of a Lesson Learned or Observation when any of the following conditions are satisfied.

6.7.1. (Added) All actions to resolve the problem are complete and the solution meets validation requirements.

6.7.2. (Added) All actions to resolve the problem are complete and validation is not necessary.

6.7.3. (Added) The OPR, after careful analysis, determines the issue should not be an AFSPC tracked problem.

6.7.4. (Added) Corrective action was repeatedly unsuccessful (e.g., legislative actions failed or budget requests were rejected). In this case depending on the nature and criticality of the problem, consider the RAP for inactive status rather than closure. To close a problem, the OPR must submit a summary of the action taken to resolve the issue and the method of validation. The objective of validation is to provide a reasonable level of assurance that all possible actions were taken to prevent recurrence of the problem. Include in the validation results in the summary comments.

8.1.1. AFSPC elements should request funding for CJCS or CAF exercises through HQ AFSPC/XOTX.

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****Abbreviations and Acronyms***

ACECCAB—AFSPC Counterspace Exercise & Contingency Corrective Action Board

AFR—Air Force Reserve

AFSPC—Air Force Space Command

AFSPCAARP—AFSPC After Action Reporting Program

AFSPCEP—Air Force Space Command Exercise Program

AFSPCRAP—AFSPC Remedial Action Program

ANG—Air National Guard

CTO—Consolidated Tasking Order

ECCAB—Exercise & Contingency Corrective Action Board

EPO—Exercise/Experiment Project Officer

HQ AFSPC/XO—Headquarters Air Force Space Command Director of Air and Space Operations

HQ SWC/CT—Headquarters Space Warfare Center Tactical Employment of National Capabilities Office

SAS—Space Aggressor Squadron

SBMCS—Space Battle Management Core System

SECT—Space Exercise/Experiment Coordination Team

SMC—Space and Missile Systems Center

SRP—Scheduling and Resources Process

SRPT—Scheduling and Resources Process Team

SWC—Space Warfare Center

TENCAP—Tactical Exploitation of National Capabilities

USSTRATCOM—United States Strategic Command

Terms

Activity—An exercise, experiment, demonstration or wargame that will be supported by HQ AFSPC or subordinate units. “Real world” military operations and contingencies are also included as Activities for the purpose of capturing Lessons Learned.

After Action Report (AAR)—A generic term for a Lesson Learned, Observation Report, Observation Report or Summary Report submitted subsequent to an exercise.

Element—An AFSPC Directorate, Numbered Air Force, DRU or unit. (AFSPC)

Exercise Target Audience—Those personnel upon whom the training objectives of the exercise are focused.

Scheduling & Resources Process—The process conducted by HQ AFSPC to ensure that AFSPC takes part in appropriate Activities and that appropriate resources are applied to the Activities.

SIPRNet—The Secure Internet Protocol Router Network is the DoD's classified Internet.

Space Warrior Training—A pre-activity training program, modeled on the Air University *Prime Warrior Training Program*, conducted by the SWC to ensure AFSPC personnel have appropriate training in order to take part in Activities.

Attachment 3 (Added)**SAMPLE AFTER-ACTION REPORT FORMAT**

(Summary JULL)

JULLS NUMBER: Assigned automatically by computer when using a Joint Universal Lessons Learned System (JULLS) compatible software program.

TITLE: The title for the After-Action report should reflect the type of report and the name of the exercise/contingency, (e.g., "SUMMARY GLOBAL GUARDIAN 97"). The title may be up to 75 characters long.

CLASSIFICATION. Information must be entered.

NICKNAME: The nickname is the name of the exercise. It is usually two words long and includes the last two digits of the fiscal year, (e.g., "ULCHI FOCUS LENS 97"). The DATE is the last day of the exercise/contingency in the format MM/DD/YY.

SPONSOR: The sponsor is the organization sponsoring the activity, (e.g., "STRATCOM").

The SUBMITTED BY section identifies the individual creating the JULL. ORG: Enter the POC's section within the organization. POC: Enter the name of the individual in this location. DSN: Enter the Defense Switched Network phone number of the POC in this field. COMM: Enter the commercial phone number of the POC in this field.

KEYWORDS: Choose entries from the Keyword Template that will aid in retrieving the report from a data base in later searches.

(?) **GENERAL DESCRIPTION:** Short description of the operation or exercise, including general statements of the scope and purpose.

(?) **DATES:** As a minimum, include dates of actual or simulated combat operations. Include deployment, employment, redeployment, mobilization, or other significant dates.

(?) **LOCATION OF OPERATION:** A short but meaningful list of actual or simulated locations of combat operations.

(?) LOCATION OF PERSONNEL: Location(s) of participants, especially if different from the location of actual or simulated combat operations.

(?) OBJECTIVES: A short but meaningful list of operation or exercise objectives. A detailed list of all objectives is not necessary, but "improve force readiness" is too vague.

(?) LIMITATIONS: Specific operation or exercise limitations, including geographic limits to operations, simulation of forces, or other significant limitations.

(?) MAJOR PARTICIPANTS: A short but meaningful list of the major participants. An exhaustive list is not necessary, but "US Air Force and US Army" is too vague. Identification should be understandable to personnel from other services.

NOTE: (?) Symbol is for paragraph classification identification (e.g., U, C, S).

Attachment 4 (Added)**SAMPLE JOINT UNIVERSAL LESSONS LEARNED FORMAT**

(Lesson JULL)

JULLS NUMBER: Assigned automatically by computer when using a Joint Universal Lessons Learned System (JULLS) compatible software program.

TITLE: The title for this specific lesson learned should reflect both the subject and the nature of the problem. The title can be up to 75 characters long.

CLASSIFICATION information must be entered.

NICKNAME: The nickname is the name of the exercise/contingency that includes all of the lessons learned in this group. It is usually two words long and includes the last two digits of the fiscal year, (e.g., "GLOBAL GUARDIAN 97"). The **DATE** is either the current date or the date of the lesson learned in the format MM/DD/YY.

SPONSOR is the organization sponsoring the activity, (e.g., "STRATCOM").

The **SUBMITTED BY** section is to identify the individual creating the JULL. **ORG:** Enter the section within the organization that observed the lesson learned. **POC:** Enter the name of the individual in this location. **DSN:** Enter the Defense Switched Network phone number of the POC in this field. **COMM:** Enter the commercial phone number of the POC in this field.

KEYWORDS: Choose entries from the Keyword Template that will aid in retrieving the report from a database in later searches.

(?) **OBSERVATION:** A short statement of the problem. Identify the problem, not just one of its symptoms. Try to limit each lesson learned to a single problem or successful action.

(?) **DISCUSSION:** Amplified problem statement and answers to the "who," "what," "where," "when," "why," and "how" questions about the problem. If the lesson learned describes the positive actions taken to work around the problem, explain those actions in detail. If the participants could not solve the problem, explain why.

(?) **LESSON LEARNED:** The lesson learned is a statement of how to work around the problem, which other commanders can use while a permanent solution is implemented. Avoid restating or rephrasing the problem, and concentrate on positive actions. If there was no lesson learned, enter "None."

(?) **RECOMMENDED ACTION:** Statement on how to correct the problem permanently and who should make the correction, (e.g., "HQ AFSPC/XP coordinate with the HQ USAF to develop a systematic process to identify and resolve AF doctrine problems"). The action could result in a requirement for new or modified publications, new procurements, changing force structure, revising command relationships and improving training, as examples. If no corrective action is necessary, enter "None required" in the recommended action paragraph.

(?) **COMMENTS:** Used primarily for the corrective action OPRs comments.

NOTE: (?) Symbol is for paragraph classification identification, (e.g., U, C, S).

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