



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
300 ARMY PENTAGON
WASHINGTON DC 20310-0300



DAPE-PRO

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Collection of Lessons Learned from: September 11, 2001 Attacks, Operations Noble Eagle/Enduring Freedom, and Iraqi Freedom

1. Reference CSA msg, dtd 20 Apr 03, subject: Operation Iraqi Freedom Study Group (OIFSG)
2. PURPOSE. While events and actions are still fresh in our minds, it is essential that we collect, analyze, consolidate and distribute Lessons Learned from the following events:
 - Operation Iraqi Freedom
 - Operation Noble Eagle
 - Operation Enduring Freedom
 - September 11, 2001 Attacks

1. DISCUSSION.

a. CSA directed Headquarters, Department of the Army Principals to formulate a comprehensive set of lessons learned pertaining to Operation IRAQI FREEDOM. To meet the CSA's suspense of 6 June 2003 for the G-1, DAPE-PRO will chair a working group composed of addressees or their designated representatives. We will continue with the comprehensive review of the other operational plans over the next three months. Reports will be submitted IAW the following schedule:

b. Submission Requirements. Each addressee is to compile and submit reports IAW the following schedule:

- 1) Iraqi Freedom NLT 23 May 2003
- 2) Operations Enduring Freedom/Noble Eagle (September 2001 – September 2002) NLT 20 June 2003
- 3) Operations Enduring Freedom/Noble Eagle (October 2002 – May 2003) NLT 21 July 2003
- 4) September 11, 2001, terrorist attacks NLT 22 August 2003.

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c. Specific implementing instructions for your agencies are enclosed.

d. COORDINATION. For additional information regarding this process, contact
COL Robert Nicholas (Robert.Nicholas@HQDA-AOC.army.pentagon.mil) at (703) 693-
7720.



Encl

LAWRENCE R ADAIR
Major General, GS
Assistant Deputy Chief
of Staff, G-1

DISTRIBUTION

Director, Plans, Resources and Operations (DAPE-PR)
Director, Military Personnel Policy (DAPE-MP)
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The Adjutant General (TAPC-PD)
Director, Officer Personnel Management (TAPC-OP)
Director, Enlisted Personnel Management (TAPC-EP)
Director, Army Research Institute

ENCLOSURE

Implementing instructions for Collection of Lessons Learned from: September 11, 2001 Attacks, Operations Noble Eagle / Enduring Freedom, and Iraqi Freedom

1. PURPOSE. To provide instructions for the development and formatting of Topic Lists and Lessons Learned Reports. DA, G-1 is collecting, processing, analyzing, and distributing. Lessons Learned from:

- a. September 11, 2001 Attacks,
- b. Operations Noble Eagle
- c. Operation Enduring Freedom, and
- d. Operation Iraqi Freedom.

2. HQDA, ODCS G-1 will develop a summary report that outlines lessons learned, as well as emerging issues/trends from a Lessons Learned database of submitted reports.

3. DISCUSSION.

a. Submission Requirements.

1) Lesson Learned Reports for Operation Iraqi Freedom, Phase I, II and III (OEF) are due to HQDA, ODCS, G-1, NLT 23 May 2003.

2) Lessons Learned Reports for Operations Enduring Freedom / Noble Eagle, September 2001 – September 2002 (OEF1) are due to HQDA, ODCS, G-1, NLT 20 June 2003.

3) Lessons Learned Reports for Operations Enduring Freedom / Noble Eagle, October 2002 – May 2003 (OEF2) are due to HQDA, ODCS, G-1, NLT 21 July 2003.

4) Lesson Learned Reports for September 11, 2001 Terrorist Attacks, (911) are due to HQDA, ODCS, G-1, NLT 22 August 2003.

Each originator will validate submissions for format, accuracy, and clarity. Preferred method of submission is a Word document entitled LLR-(OIF or OEF1 or OEF2 or 911), attached to an email addressed to: Robert.Nicholas@hqda-aoc.pentagon.army.mil
Submission of classified Lessons Learned Reports may be emailed to: Robert.Nicholas@us.army.smil.mil.

b. Topics Chart. A Topics Chart, per the example in Tab A of this enclosure, is to be developed by each directorate and submitted to the individuals listed in paragraph 3. The chart will list the topics to be addressed by each directorate and / or subordinate organization. Directors or their designated representative will validate the Topic Chart prior to its submission. Directors are encouraged to review and update the Topics Chart

throughout the Lessons Learned Reports, development cycle. A finalized chart will be submitted for each requirement NLT the closing date for Lessons Learned Reports submissions.

c. Lessons Learned Reports (Attachment 2). The format for the Lessons Learned Reports is provided at Tab B to this enclosure and includes amplifying instructions for completing the report.

d. Writing Instructions. The following procedures apply to each submission.

- 1) Stand-Alone. Each report must stand-alone; i.e., it must be a separate and searchable database entry.
- 2) Acronyms. Acronyms and abbreviations must be spelled out when first used.
- 3) Command Designation. Command designations must be explained when first used.
- 4) Writers must craft each paragraph to be understood and properly interpreted by personnel from each service, all theaters, all agencies, and MACOMs.

e. Review Committee. A review committee, consisting of one representative from each directorate, will meet at a time and place to be determined, to analyze data and develop a roll-up report. This report will provide recommendations for the Lessons Learned Summary Report. Directors or their designees will review the recommendations and consolidate a prioritized list of recommendations for the Way Ahead to the G-1.

4. COORDINATION

a. Directorates will acknowledge receipt of these instructions to G-1 POC via NIPRNET.

b. Directors will designate a POC and forward name and contact information (duty phone, email) to the G-1 NLT 161600 May 2003.

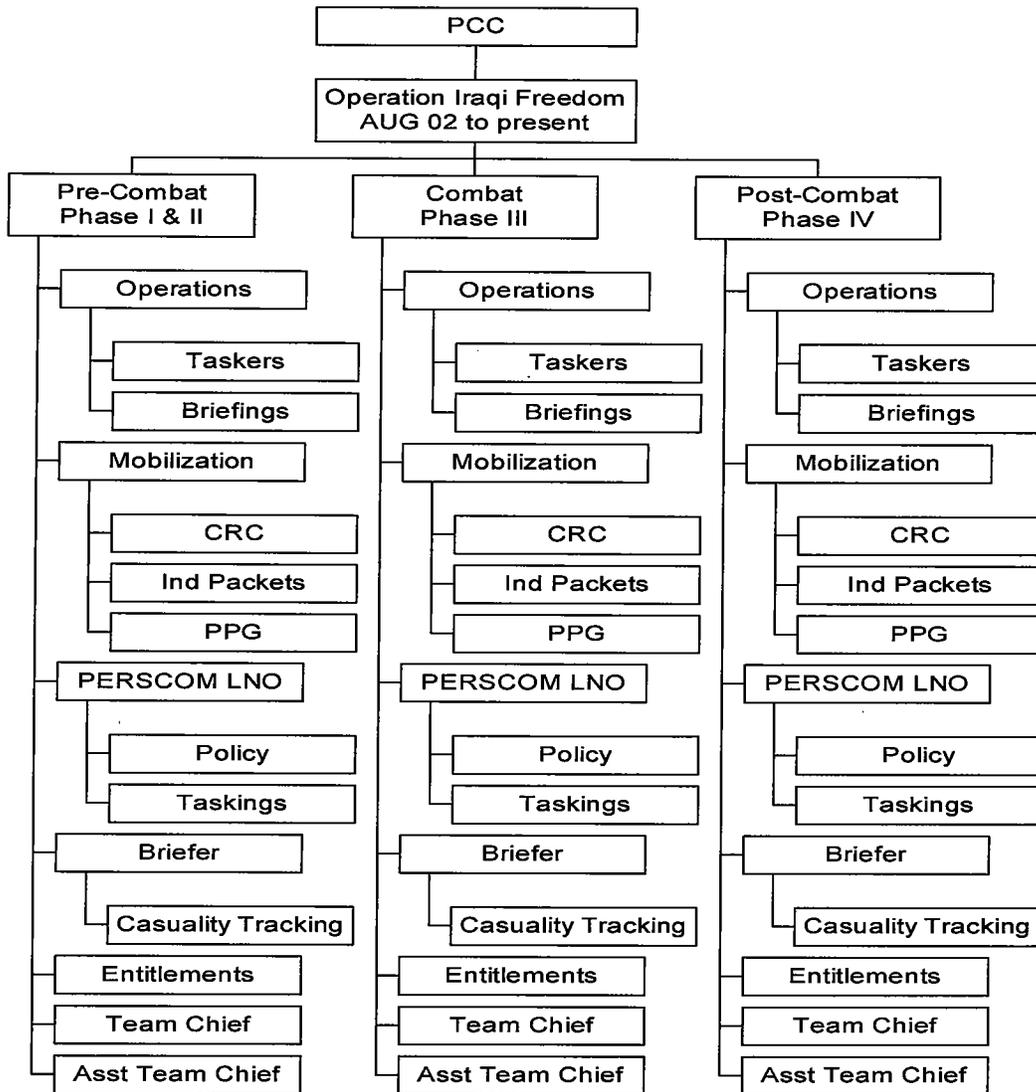
c. POC must be available to attend a coordination meeting at 191100 May 2003, Pentagon 2D472.

d. For data submission, email COL Nicholas with copy furnished to Mr. Ron Ames (amesr@hqda-aoc.army.pentagon.mil).

e. DA, G-1 POC for this effort is COL Robert Nicholas (Robert.Nicholas@HQDA-AOC.army.pentagon.mil), (703) 693-7720.

EXAMPLE

TAB A to Enclosure: TOPICS CHART



TAB A to Enclosure

EXAMPLE

TAB B to Enclosure: LESSONS LEARNED REPORT, COMPLETION INSTRUCTIONS

LESSONS LEARNED REPORT, COMPLETION INSTRUCTIONS

SUBJECT: *This should identify which specific operation is being addressed, i.e. Operation Iraqi Freedom*

1. (U) **LESSON LEARNED ID:** *This should use the SUBJECT, originator's name, TOPIC, and sequential number. Example: OIF-nicholas-DAPE-PRO-CRC-1.*
2. (U) **ORIGINATOR:** Name, rank, title of submitter
 - a. **DSN:** *DSN telephone number*
 - b. **COMM:** *commercial telephone number*
 - c. **EMAIL:** *complete email address*
 - d. **REFERENCES:** *list any references addressed, i.e. laws, regulations, DOD guidance, etc.*
3. (U) **DATE OF OBSERVATION:** *date of initial question / problem* **EVENT:** *Specific occurrence if available*
4. (U) **TITLE:** *i.e. TDY and return for contractors going through CRC.*
5. (U) **OBSERVATION:** *Bottom Line Up Front, i.e. The number of contractors utilizing last minute TDY and return from CRC had a negative impact on CRC operations, flight schedules and overall processing.*
6. (U) **DISCUSSION:** *Discuss the details of the observation.*
7. (U) **LESSON LEARNED:** *Describe the TTP or work around, used to fix the problem.*
8. (U) **RECOMMENDATION:** *What must be done, kept in place, or tweaked to insure smooth operations.*
9. (U) **COMMENT:** *Additional thoughts and / or impacts outside of your desk or section.*

TAB B to Enclosure

EXAMPLE