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WASHINGTON DC 20350-3000

MCO 3504.1A
TECOM (PSD)
02 Jan 2025

MARINE CORPS ORDER 3504.1A

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS LESSONS LEARNED PROGRAM

Ref: (a) CJCSI 3150.25H, "Joint Lessons Learned Program", December 30, 2021
(b) CJCSM 3150.25B, "Joint Lessons Learned Program", October 12, 2018
(c) MCO 3501.1E
(d) MCO 3502.6A
(e) SECNAV M-5210.1
(f) MCO 5210.11F
(g) 5 U.S.C. 552a
(h) SECNAVINST 5211.5F

Encl: (1) Overview of Training and Education Command (TECOM) Lessons
Exploitation Process
(2) Marine Corps Lessons Learned Collection Campaign Plan Process;
Template for Topic Submission Initiating a Focused Collection
(3) Template for Unresolved Trend Submission
(4) Templates for After Action Report (AAR) and Security Memorandum

Reports Required: I. After Action Report (AAR) (CJCSI 3150.25H and,
CJCSM 3150.25B "Joint Lessons Learned Program")

1. Situation

a. This Order updates the Marine Corps Lessons Learned Program (MCLLP), aligning it with and supporting the Joint Lessons Learned Program (JLLP) outlined in references (a) and (b).

b. As the nation's naval expeditionary force in readiness, the Marine Corps must adapt to meet the changing demands of current and future operating environments. In support of this mandate, the Commandant of the Marine Corps (CMC) employs the MCLLP to share best practices and correct negative trends based upon experience in the operating environment. The Marine Corps relies on a collaborative learning culture as a path to competence, relevance, and mental agility. This culture must have a bias to correct deficiencies, remove barriers to positive change, adapt to uncertain conditions, and embrace innovation to maintain a competitive advantage.

c. The MCLLP provides CMC opportunities across the doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) areas to continuously learn and improve readiness. The scope of the MCLLP includes all operations and activities, deployments, exercises, Marine Corps Combat Readiness Evaluations (MCCRE) [(reference (c))], training events, wargames, and experimentation conducted by

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the active and reserve components. The MCLLP functions in conjunction with the Service and allied and partner nation processes for capturing lessons learned and resolving issues. Examples include the Marine Corps Force Generation process described in reference (d), the Marine Corps Capabilities Planning process, and the Training and Education Command (TECOM) lessons exploitation process (further explained in enclosure (1)).

d. While this Order details the internal processes for the Marine Corps, the MCLLP also inspires outreach and encourages continuous cooperation and information sharing and exchange of lessons with the Joint Force, partners, allies, treaty organizations [e.g., North Atlantic Treaty Organization (NATO)] to the maximum extent allowed per foreign disclosure and operational security protocols. Benefits include the ability to enhance the Marine Corps' readiness, capability development, interoperability, and training and education.

e. The MCLLP supports experiential learning and enables organizations to learn quickly, change behaviors, and improve combat readiness. Lessons learned are used by leaders at every echelon to inform operational planning and execution; improve training and education; support combat development; inform safety programs during the identification of hazards, assessment of risks, and implementation of safety controls; support materiel acquisition and life-cycle management; and inform resource allocation decision-making. Current and future Marines benefit from the hard-won knowledge of preceding units to achieve mission success by accessing catalogued lessons learned.

2. Cancellation. MCO 3504.1.

3. Mission. This Order provides policy for the execution of the MCLLP and publishes responsibilities and guidelines for the force to identify issues and trends, resolve negative issues and trends, proliferate best practices, and otherwise inform Service leadership decisions. This Order is in accordance with references (a) through (h).

4. Execution

a. Commander's Intent

(1) Purpose. To execute the MCLLP by providing a means to identify Service-level trends for action, reverse negative trends, and reinforce best practices across the DOTMLPF-P areas and warfighting functions in order to support the Fleet Marine Force (FMF) in accordance with reference (d).

(2) Method. The MCLLP codifies a Marine Corps knowledge sharing framework employing a system of people, processes, tools, and organizations. TECOM serves as the main effort for the MCLLP and the conduit to the JLLP, the Joint Staff J-7 Joint Lessons Learned Branch and other Service, agency, allied and partner nation lessons learned organizations to collect, resolve, and share lessons.

(3) End state. Rapidly shared lessons learned are available to support training, operational planning, and execution across all Service activities. Effective enforcement of the MCLLP results in increased readiness of individual Marines and units to fight and win against adversaries in any operating environment. Success is defined as the Service's functional capability to account for all phases of an effective

lessons learned program, resulting in the continuous identification and resolution of trends and the closing of the lessons learned loop.

b. Concept of Operations

(1) The MCLLP distills the observations from operations, activities, exercises, experiments, and wargames as Service lessons learned and potential joint lessons learned. The Marine Corps leverages lessons learned through the five phases of the MCLLP process: discovery, validation, resolution, monitor, and dissemination, as depicted in figure (1). These phases align with the responsibilities of the Chairman of the Joint Chief of Staff (CJCS) and the CMC, outlined in U.S. Code Title 10, to gather, develop, and disseminate lessons learned.

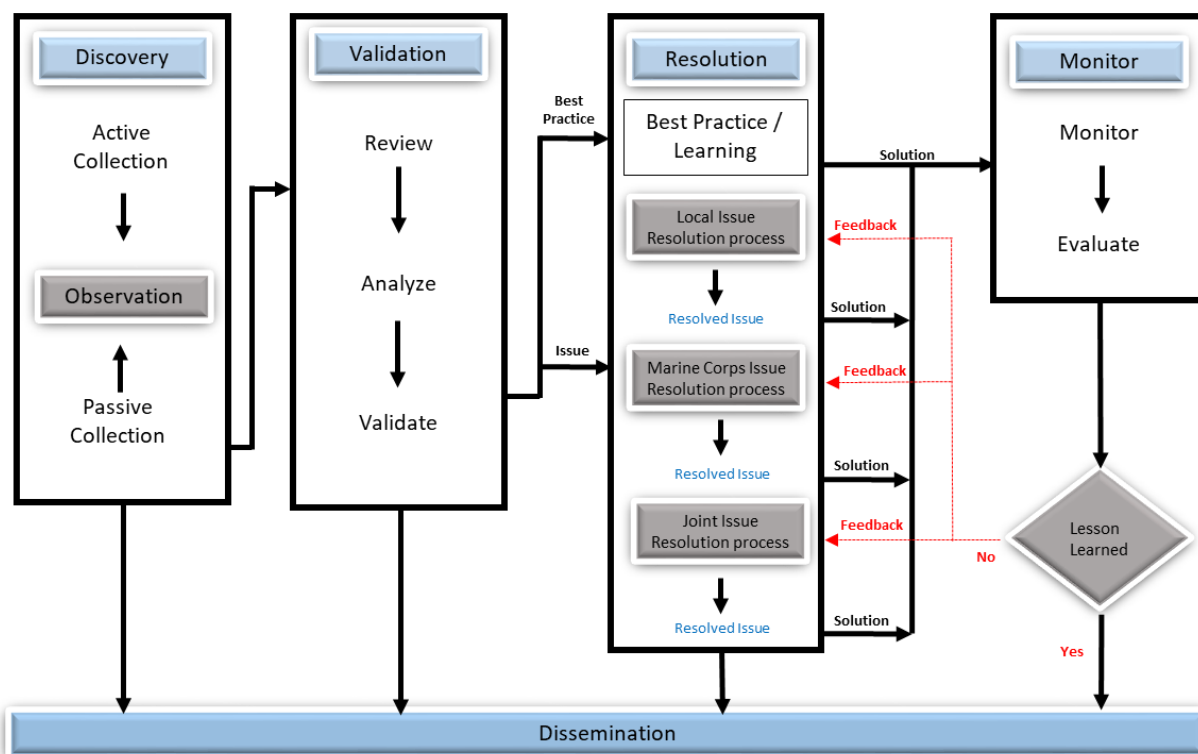


Figure 1. The Phases of the Marine Corps Lessons Learned Program (MCLLP)

(2) The MCLLP institutes a systematic approach to the five phases of the lessons learned program and makes Service-level lessons learned information available to the Marine Corps, Joint Force, Department of Defense (DoD), and other government agencies. The phases are described as follows:

(a) The Discovery Phase is the collection of information. It is the foundation of the MCLLP program and involves the initial collection of information using multiple sources and approaches. The Discovery Phase includes the active and passive collection of information about the planning, execution, and assessment of an event.

1. Active collection involves a dedicated and prioritized collection effort, usually during or post-event, to capture direct

observations and/or conduct personal interviews or collect questionnaires and surveys. An example of active collection activities are the focused collections scheduled in the annual Marine Corps Lessons Learned Collection Campaign Plan and executed by TECOM to augment the information collected passively. The Campaign Plan process is detailed in enclosure (2) and contains a template for submission of a collection topic.

2. TECOM conducts short notice and special collections as required, based on emerging issues, information requirements, and operational events such as humanitarian assistance, disaster relief missions, and non-combatant evacuation operations. TECOM also solicits the component commands, FMF commands, and select supporting establishment organizations for top issues that cannot be resolved at those respective levels using the template provided in enclosure (3).

3. Passive collection is an indirect method of gathering observations through other sources or event participants, such as capturing unit completed after action reports (AARs), trend reporting, exercise "hotwash" briefs, and other relevant material. The output of the discovery phase consists of one or more observations that may be candidates for further action within the MCLLP process.

4. Observations from either collection method are gathered in the Marine Corps Center for Lessons Learned (MCCLL) Knowledge Management (KM) System and in the Joint Lessons Learned Information System (JLLIS). Analysis of content catalogued within these systems can support determination of whether something requires change or needs to be sustained. All information collected from the Discovery Phase will continue to reside in the KM website archives for future reference, research, and exploitation. MCLLP provides the framework to produce reports based on collection from and analysis of single events, topical or functional areas, and trend reporting of multiple events over time.

(b) The Validation Phase is the analysis of collected lessons learned materials. The Service validates observations from the Discovery Phase archived in the MCCLL KM System and JLLIS.

1. During the Validation Phase, the Service identifies analysts, usually from the Office of Primary Responsibility (OPR), office of coordinating responsibility, or those involved in issue resolution processes, to review submitted observations for accurate and relevant issues or best practices that may contribute to improved future performance.

2. Validation analysis includes assessing the scope and impact of an issue, discovering the root cause(s) associated with each observation, considering the initial recommended corrective actions, developing courses of action (COA) further, and assessing the applicability beyond the immediate situation and/or organization. Validation analysis also seeks to identify the correct OPR to coordinate with subject matter experts (SMEs) and manage the potential lesson through the MCLLP process.

3. The Validation Phase concludes with the organization determining that an observation or a combined group of related observations are an issue or a best practice suitable for learning or institutionalizing. Organizations may return observations requiring additional analysis or data to the Discovery Phase.

(c) The Resolution Phase is the effort to solve issues and identify best practices. Lessons and best practices are used in various Service-issue resolution processes to support the selection of corrective COAs for use by the OPR.

1. MCLLP can be used as a platform for sharing, incorporating, and institutionalizing best practices. MCLLP provides the process to implement corrective COAs and to forward a recommended solution to an appropriate organization for action.

2. Resolution strives to adjudicate issues at the lowest level of command possible. When resolution at the lower level is not possible, issues can be submitted to TECOM at any time using the template provided in enclosure (3). TECOM will consider adoption of submitted issues within its battle rhythm processes, namely the Trend Reversal and Reinforcement Process (TRRP) Working Group (WG) and the Assessments Working Group (AWG). Functional area proponents or impacted commands external to TECOM are included in the process discussions to facilitate resolution. Proposed issue COAs will be forwarded to Commanding General, Training and Education Command (CG, TECOM), or the appropriate Deputy Commandant (DC) for decision or guidance on those issues requiring a Service and/or joint solution.

3. Per references (a) and (b), the JLLP includes a mechanism by which the Service can inform the Joint Staff of a lesson requiring the Joint Staff's action and validation as either a best practice or resolution. The Joint Lessons Memorandum, provided in reference (b), is the form used to inform the Joint Staff. Additionally, JLLIS facilitates collaboration or lateral transfer of issues amongst JLLP participants. TECOM will use this mechanism as required to elevate joint-level issues or best practices identified during the TECOM lessons exploitation process to the Joint Staff for resolution.

(d) The Monitor Phase is the determination of whether the preventive and corrective action applied had the desired effect. A lesson is considered "learned" only when its implementation results in the desired outcome.

1. MCLLP provides the structure for OPRs and SMEs to assess the effectiveness of resolution actions or to highlight whether the issue resurfaces. Using the MCLLP provided summary of resolution actions, OPRs and SMEs assess lessons from the Resolution Phase to determine sufficiency, impact, and whether the issue resurfaces. Whenever possible, lessons should be evaluated under conditions similar to their origin (type of event). The initiating organization or OPR may monitor lessons internally or seek external assistance.

2. At the end of the Monitor Phase, the OPR assesses whether a lesson is sufficient and has been learned or needs to be resubmitted to the Resolution Phase for additional work. TECOM will assist OPRs and SMEs in this phase by conducting periodic trend analysis on collected lessons learned material to monitor previously resolved issues.

(e) The Dissemination Phase is the cataloging and sharing of collected information and may take place throughout the MCLLP process to share information to the widest possible audience, consistent with security classification and dissemination controls.

1. To ensure lessons learned information reaches the widest audience, both active (push) and passive (pull) dissemination methods are used. The goal is to operationalize corrective actions and best practices through improvement of capabilities or performance. Proper dissemination and sharing of information, at the appropriate level, is an essential element to the overall success of the program.

2. MCLLP provides accessible, searchable classified and unclassified KM systems in which collected lessons learned information and analysis products are cataloged and shared in MCCLL KM sites and in JLLIS for use by the joint community.

c. Subordinate Element Tasks

(1) Commanding General, Training and Education Command (CG, TECOM)

(a) Serve as the principal lessons learned advisor for the Marine Corps to share best practices and resolve issues of importance to commanders to enable readiness.

(b) Produce and archive lessons learned products from TECOM activities, to include training, education, exercises, and experimentation in accordance with paragraph 4.d. and enclosure (4) of this Order.

(c) Conduct active and passive collections of lessons learned information, using TECOM collection teams for the active gathering from priority Service activities and topics. For active collections, develop the fiscal year Marine Corps Lessons Learned Collection Campaign Plan.

(d) Maintain a network of TECOM sourced and provided lessons learned program analysts for direct support to the FMF, Marine component commands, and Headquarters Marine Corps (HQMC) to support the passive collection of AARs and other lessons learned related materials; conduct active collection events (e.g., using interviews and questionnaires) identified in the annual Marine Corps Lessons Learned Collection Campaign Plan; support operational planning; support local command lessons learned processes; help meet information needs; share and validate lessons learned products and information; and support issue resolution.

(e) Receive, validate, and analyze lesson learned reports from operational deployments, exercises, and the results of Service-level training exercise unit evaluations to inform force generation planning, per reference (c), and to inform Service issue resolution processes. Provide feedback of training trends to various forums, as required.

(f) Author and distribute analytical reports based on lessons learned analysis, to include TECOM trend reports and reports based on collection activity.

(g) Manage a resolution process within the TECOM battle rhythm to use lessons learned information to resolve issues and to hasten the dissemination of critical information gathered from the FMF and supporting establishment.

(h) Per references (a) and (b), coordinate with the Joint Staff, J7, Joint Lessons Learned Branch to submit issues or best practices more appropriately addressed at the joint-level to the Joint Staff issue

resolution process. Coordinate with other service(s), United States government agency / agencies and / or partner nation(s) lessons learned organizations as required.

(i) Monitor the implementation of recommended changes to determine if a change in observed performance or behavior has occurred (i.e., Monitor Phase). Maintain a Service-level issue resolution tracking matrix on the MCCLL KM site.

(j) Operate a widely accessible, Service-level lessons learned KM system with hardware and software technologies capable of supporting planning, field research, database queries, and distribution of unclassified and classified information up to the Secret level. Ensure Service lessons information is archived, shared, and accessible in the MCCLL KM sites as well as in JLLIS for use among the joint community.

(k) Prioritize force modernization and combat development in collections and analysis.

(l) Coordinate with the joint community, Marine component commands, allied and partner nations, and treaty organizations to synchronize efforts in collections, analysis, and tasks common to all to effect / improve the Marine Corps contribution to warfighting.

(2) Marine Force (MARFOR) Commanders and Major Subordinate Command (MSC) Commanders

(a) Provide AARs and other lessons learned products (e.g., briefs) from training, exercises, experimentation, and operations to TECOM in accordance with the timelines listed within the Coordinating Instructions of this Order; enclosure (4) contains the recommended AAR template.

(b) Support lessons learned analyst activities maintaining the MCLLP and local command lessons learned processes. Support to analyst activities include: the identification of topics and the planning and conduct of collections in support of the annual Marine Corps Lessons Learned Collection Campaign Plan; provision of access to key personnel (e.g., commanders, leaders, staff personnel) for collaboration on collection planning, conduct of interviews and questionnaires, and access to source documents and other lessons learned related information to support the development of reports on topics of interest to the Marine Corps; and accessibility to provide feedback on draft TECOM analytical products when solicited to ensure accuracy and to maximize the value of the products.

(c) Submit priority collection topics to TECOM during the solicitation period for each fiscal year Marine Corps Lessons Learned Collection Campaign Plan. The process and template provided in enclosure (2) detail submission procedures.

(d) Validate, integrate, and when necessary, resolve issues and implement preventative and corrective actions based on lessons learned inputs. Monitor the implementation of recommended changes to determine if a change in observed performance or behavior has occurred (i.e., Monitor Phase).

(e) In support of issue resolution, each MARFOR or MSC commander shall provide representation at issue resolution events per enclosure (1) when an issue or best practice being addressed impacts the organization.

(f) Submit to TECOM priority Service-level issues that the command cannot collect, assess, and / or resolve at the commander-level or issues that the command requests CG, TECOM to adopt and address in the issue resolution process. Enclosure (3) provides the template for submission of an unresolved trend.

(g) Submit to TECOM information pertaining to the lessons and observations; demonstrated capabilities; tactics, techniques and procedures; and trends from operations conducted by allies, partners, and current and potential adversaries in the respective Geographic Combatant Command's area of responsibility.

(3) Deputy Commandants (DCs), Headquarters Marine Corps (HQMC)

(a) Provide AARs and other lessons learned products from activities (e.g., operations, deployments, exercises, training, experimentation) to TECOM per the process and recommended AAR template provided in Coordinating Instructions and enclosure (4). DC activities include products from experimentation, wargaming, studies, operational planning, and base and station events and exercises.

(b) Support lessons learned analyst activities maintaining the MCLLP and local command lessons learned processes. Support to analyst activities include: the identification of topics and the planning and conduct of collections in support of the annual Marine Corps Lessons Learned Collection Campaign Plan; provision of access to key personnel, to include leaders and staff personnel, for collaboration on collection planning, conduct of interviews and questionnaires, as well as access to source documents and other lessons learned related information to support the development of reports on topics of interest to the Marine Corps; and providing feedback on draft TECOM analytical products when solicited to ensure accuracy and to maximize the value of the products.

(c) Submit priority collection topics to TECOM during the solicitation period for each fiscal year Marine Corps Lessons Learned Collection Campaign Plan. The process and template provided in enclosure (2) detail submission procedures.

(d) Validate, integrate, and when necessary, resolve issues by implementing preventative and corrective actions based on lessons learned inputs. Monitor the implementation of recommended changes to determine if a change in observed performance or behavior has occurred (i.e., Monitor Phase).

(e) In support of issue resolution, provide representation at issue resolution events per enclosure (1) when an issue or best practice being addressed impacts the DC organization.

(f) Submit to TECOM those priority Service-level issues that the DC cannot collect, assess, and/or resolve, and those issues the DC requests CG, TECOM to adopt and address in the lessons exploitation process. The template for nomination of a trend is provided in enclosure (3).

d. Coordinating Instructions

(1) Active component Marine Corps organizations and units will submit to TECOM AARs and any supporting material for all operations, deployments, major exercises, MCCRE, and Service Level Training Events within 30 days of completion. The recommended AAR and security memorandum template is provided in enclosure (4) and contains a more comprehensive list of typical and recommended AAR occasions. Material for submission includes unit AARs, final exercise reports, exercise "hot wash" briefs, assessments, briefing documents, and other media that contain lessons learned content. The AAR template can also be accessed on the MCCLL KM sites. AARs and security memorandums will be submitted to TECOM through the command's supporting lessons learned program analyst; if the command is not supported by a program analyst, email TECOM at the organizational mailbox provided in paragraph 5.b of this Order for coordination.

(2) Reserve component units will submit AARs and any supporting material to TECOM within 60 days of event completion to accommodate a development, review, and submission process occurring over two consecutive unit drill periods. Submission procedures are the same as described for the active component in paragraph 4.d.(1) of this Order.

(3) The TECOM collection expectation is to receive AAR's within 30 days (active component) and 60 days (reserve component) of completion of the operation, exercise, or activity. However, given the complexity and diversity of collection efforts across the Service that are integrally linked to joint, ally and partner activities, such as those that are tied to the Joint Exercise Program or Chairman's Exercise Program, ensure alignment to joint and geographic combatant command's established timelines.

(4) TECOM will process all lessons material received and upload the items to both the MCCLL KM site and JLLIS. In utilizing this method of entry, TECOM provides a service to all Marine Corps commands and organizations by uploading products directly into JLLIS while also maintaining the currency of both sites.

(5) Lessons materials that are classified at the Top Secret / Sensitive Compartmented Information (TS/SCI) level will be uploaded directly to the Joint Worldwide Intelligence Communication System (JWICS) JLLIS by the submitting Marine Corps command or organization. Marine Corps users have to register for an account and create a binder or document repository in order to upload files. The JWICS JLLIS site Uniform Resource Locator is provided in paragraph 4.d.(10) (c) of this Order.

(6) In addition to submission of lessons learned products to TECOM for posting to the MCCLL KM sites, units ensure dissemination of final products include commands with equity in the event. While units' completing deployments / training normally submit reports through the Service chain of command upon return to home station, inclusion of impacted higher, adjacent or supporting commands (e.g., Marine component command of a geographic combatant command) is important.

(7) Commands and organizations that request TECOM assistance in resolving Service-level systemic trends that cannot be adjudicated at their level shall use the format for an unresolved trend submission provided in enclosure (3). All forms shall be submitted to TECOM via email to the organizational mailbox: MCCLL_Ops@usmc.mil [Non-Secure Internet Protocol

Router Network (NIPRNET)] or MCCLL_Ops@usmc.smil.mil [Secure Internet Protocol Router Network (SIPRNET)].

(8) Commands will leverage TECOM lessons learned program analysts embedded within the active and reserve component units when executing the MCLLP. Analysts' responsibilities include facilitating commands' AAR collections and submissions, collecting other valuable lessons learned-related information, and assisting in implementing and sustaining commands' lessons learned processes.

(a) TECOM lessons learned analysts' and staff's point of contact information is located at:

1 NIPRNET: https://usmc.sharepoint-mil.us/sites/tecom_mccll

2 SIPRNET: <https://eis-op.usmc.smil.mil/sites/mccll/>

(b) For commands and organizations not directly supported by a lessons learned program analyst, contact TECOM using the organizational group mailbox MCCLL_Ops@usmc.mil (NIPRNET) or MCCLL_Ops@usmc.smil.mil (SIPRNET) to coordinate and receive instructions on submitting AARs or other materials, or requesting additional lessons learned support.

(9) Documents from the MCCLL SharePoint KM System are located at:

(a) NIPRNET: https://usmc.sharepoint-mil.us/sites/tecom_mccll

(b) SIPRNET: <https://eis-op.usmc.smil.mil/sites/mccll/>

(10) Marine Corps, sister service, combatant command, DoD, and other government agency lessons learned materials are located at:

(a) NIPRNET JLLIS: <https://www.jllis.mil>

(b) SIPRNET JLLIS: <https://www.jllis.smil.mil>

(c) JWICS JLLIS: <https://jllis.jsj7ex.ic.gov/>

(11) During the topic solicitation period for the fiscal year Lessons Learned Collection Campaign Plan, topics will be submitted using the template found in enclosure (2) to the command's supporting TECOM lessons learned program analyst. This template can be accessed on the MCCLL KM sites' homepages. Those commands not directly supported by an analyst can email collection topics to the group mailbox MCCLL_Ops@usmc.mil (NIPRNET) or MCCLL_Ops@usmc.smil.mil (SIPRNET) or contact MCCLL for assistance in filling out the template. Once topics are submitted, a Campaign Plan WG will be conducted to discuss and select the topics for the following year's Collection Campaign Plan.

(12) Any Marine Corps command or activity seeking lessons learned collections using TECOM collection teams will contact the supporting lessons learned program analyst; or if not directly supported, contact TECOM using the group mailbox accounts provided in paragraph 4.d.(11) of this Order. TECOM will provide a feasibility of support response.

(13) Planning and coordination for the employment of TECOM lessons learned collection teams will be affected by direct liaison between TECOM and

impacted commands / organizations using message traffic, email, or other appropriate communications.

5. Administration and Logistics

a. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA)-approved dispositions in reference (e), SECNAV M-5210.1, to ensure proper maintenance, use, accessibility, and preservation, regardless of format or medium. Records disposition schedules are located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at:

<https://portal.secnave.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to reference (f), MCO 5210.11F, for Marine Corps records management policy and procedures.

b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with reference (g), the Privacy Act of 1974 (5 U.S.C. § 552a), as amended, and implemented in reference (h), SECNAVINST 5211.5F.

c. Forms. No forms are used in this Order.

d. Records Dispositions. This Order is assigned record schedule 5000-8.

e. Updates. Updates made to this Order shall be done in accordance with the current iteration of MCO 5215.1, Marine Corps Directives Management Program.

f. Recommendations. Recommendations concerning the contents of this Order are welcomed and may be forwarded to CG, TECOM via the appropriate chain of command.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.



BENJAMIN T. WATSON
Commanding General
Training and Education Command
By direction

Distribution: PCN 10255316600

OVERVIEW OF TRAINING AND EDUCATION COMMAND (TECOM) LESSONS EXPLOITATION PROCESS

1. Training and education (T&E) gaps negatively impact performance and readiness of FMF units and require validation and corrective action. In response, CG, TECOM has established the battle rhythm events depicted in Figure 3. These events focus resources on addressing and closing these gaps as well as sharing and institutionalizing best practices. TECOM's process is included in the MCO to promote Service-wide participation in a process that CG, TECOM controls and to provide a venue by which any Service command/organization can seek assistance in resolving issues.

2. The mission is to execute a comprehensive lessons exploitation process in order to identify and correct negative T&E trends and proliferate best practices to increase FMF unit readiness, effectively closing the lessons learned loop.



TECOM Lessons Exploitation Process

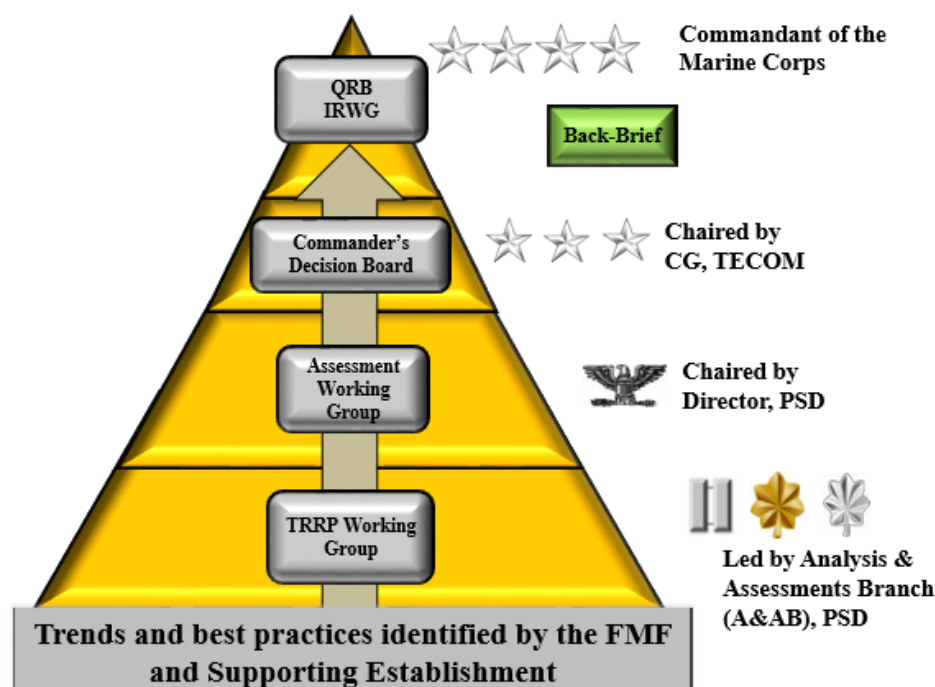


Figure 2. TECOM Lessons Exploitation Process

3. Training and Education Command (TECOM) Battle Rhythm Events

a. Trend Reversal and Reinforcement Process WG: The TRRP WG addresses systemic trends that negatively impact FMF readiness across the DOTMLPF-P continuum and prepares a trend package to inform the TECOM Assessments Working Group. The TRRP WG members review validated Service-level systemic trends, conduct problem framing, perform root cause analysis, assign DOTMLPF-P pillars, identify OPRs and OCRs, and assist OPRs' COA and/or recommended

mitigation actions development. The TRRP WG is not intended to replace or supersede established TECOM program of instruction (POI) reviews, as described in the Systems Approach to Training (SAT) manual, but to provide a timely and responsive means of addressing individual and collective Service-level trends affecting FMF readiness. Ultimately, the TRRP informs the AWG of COAs and next actions.

b. Assessments Working Group: The TECOM AWG members are Colonel/General Schedule (GS)-15 personnel from the MARFORs; I, II, and III Marine Expeditionary Force (MEF); the Supporting Establishment; and TECOM MSCs. The AWG meets monthly with the purpose to provide the Colonel/GS-15-level AWG members with an updated status or COA recommendations to inform issue resolution. The TRRP WG coordinates, prepares, and matures solutions while the AWG provides a forum for progress updates. All inputs to the AWG are provided to CG, TECOM for information, decision, or for submission to HQMC boards or WGs for action. The AWG informs the CMC, during the Quarterly Readiness Board (QRB), on the 4th quarter of each fiscal year, on trends/issues that will require his visibility or further coordination with the Joint Force.

4. Concept of Operations

a. To institute a systematic approach to identify and analyze individual and collective Service-level trends to implement selected corrective COAs or forward to an appropriate external organization for action.

b. Trends identified shall be taken for action and adjudicated at the lowest level of command. If the subordinate organization's trends cannot be adjudicated at its level, the unresolved trends will be forwarded to Director, Policy and Standards Division (PSD), TECOM via the chain of command for action in accordance with the enclosure (3) format.

c. Trends submitted to, or identified by TECOM PSD will be analyzed to determine whether they meet the criteria associated with a Service-level systemic trend. Upon confirmation that a trend is Service-level and systemic, the trend will be forwarded to the TECOM TRRP WG. The TRRP WG is tasked with reviewing and developing COAs for validated Service-level systemic trends to either reverse negative trends or sustain best practices.



d. Proposed COAs will be presented to the AWG for concurrence. The AWG is tasked with approving proposed COAs from the TRRP WG and forwarding to CG, TECOM those trends that require a Service or a joint solution, for guidance or decision. Upon CG, TECOM decision to approve a given course of action, the TECOM G-3 will be the tasking authority to implement all actions required for trend reversal or sustainment.

e. TECOM will provide status updates to the QRB via Institutional Readiness Working Group (IRWG) meetings.

MARINE CORPS LESSONS LEARNED COLLECTION CAMPAIGN PLAN PROCESS; TEMPLATE FOR
TOPIC SUBMISSION INITIATING A FOCUSED COLLECTION

1. Figure 2 depicts the template that will be used by commands and organizations to submit a collection topic for consideration and inclusion in the Marine Corps' annual Lessons Learned Collection Campaign Plan. This template is located on the MCCLL KM system homepage: (NIPRNET) https://usmc.sharepoint-mil.us/sites/tecom_mccll; and (SIPRNET) <https://eis-op.usmc.smil.mil/sites/mccll/>.

2. TECOM will solicit the Force, on an annual basis, for priority collection topics. Once submitted topics have been consolidated, a WG will be held to discuss and prioritize the topics. Those topics selected will be included in the upcoming fiscal year's Marine Corps Lessons Learned Collection Campaign Plan and will be subject to focused collection via a TECOM collection team. During planning, TECOM will coordinate with impacted commands on the collection and will produce a collection plan for each initiative. The collection plan will include a description of the collection; a timeline for planning, execution, analysis, and report production; collection focus areas; collection team contact information; commands being collected on; personnel selected for interview / questionnaire; and associated questions sets. Upon collection conclusion the information analysis occurs, and a resulting report is produced and appropriately staffed. Once published, the report will be made available on the MCCLL KM site and in JLLIS.

Name of Collection

Submitting MCCLL Program Analyst – LName, FI. MI. (If applicable)

<p>Description</p> <ol style="list-style-type: none"> Brief Statement on what the collection topic is, accompanied by any amplifying information on the collection concept. May include components listed below. Participating unit collection event objectives. Contextual circumstances surrounding the proposed collection and what is driving the topic submission and the timing of the collection. Compelling rationale for collection – why does it need to be conducted? Impacts: What will the collection report inform (e.g., decisions, planning, concepts, doctrine, information gaps, etc.) Other important information <p>(*Note: Above listed details are recommended components of the write-up; write-up does not have to adhere to the numbered format reflected above.)</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="background-color: #008000; color: white;">Classification Level of Collection</th> <th style="background-color: #FFD700;">Submitting Command</th> <th style="background-color: #FFD700;">List Command</th> <th style="background-color: #FFD700;">Command Priority</th> <th colspan="2" style="background-color: #FFD700;"># of # (e.g., 1 of 2)</th> </tr> <tr> <td style="background-color: #FFD700;">Collection Scheduling</td> <td style="background-color: #FFD700;">FY</td> <td style="background-color: #FFD700;">25</td> <td style="background-color: #FFD700;">Quarter</td> <td style="background-color: #FFD700;">1,2,3, or 4</td> <td style="background-color: #FFD700;">Month</td> </tr> <tr> <td rowspan="2" style="background-color: #FFD700;">Collection Team (MCCLL will fill out)</td> <td colspan="3" style="background-color: #FFD700;">Lead: LName, FI. MI. (I MEF)</td> <td colspan="2" style="background-color: #FFD700;">Support: LName, FI. MI.</td> </tr> <tr> <td colspan="3" style="background-color: #FFD700;">Lead Senior Analyst: LName, FI. MI.</td> <td colspan="2" style="background-color: #FFD700;">Support: LName, FI. MI.</td> </tr> <tr> <td style="background-color: #008000; color: white;">Collection Sponsor</td> <td colspan="5" style="background-color: #FF0000; color: white;">Participating USMC Commands</td> </tr> <tr> <td rowspan="2" style="background-color: #ADD8E6;">List rank, name, billet of person approving topic for submission (Approver should be O-6/GS-15 and above)</td> <td style="background-color: #ADD8E6;">CE</td> <td style="background-color: #ADD8E6;">GCE</td> <td style="background-color: #ADD8E6;">ACE</td> <td style="background-color: #ADD8E6;">LCE</td> <td style="background-color: #ADD8E6;">SE</td> </tr> <tr> <td style="background-color: #ADD8E6;">List Commands</td> <td style="background-color: #ADD8E6;">List Commands</td> <td style="background-color: #ADD8E6;">List Commands</td> <td style="background-color: #ADD8E6;">List Commands</td> <td style="background-color: #ADD8E6;">List Commands</td> </tr> </table>	Classification Level of Collection	Submitting Command	List Command	Command Priority	# of # (e.g., 1 of 2)		Collection Scheduling	FY	25	Quarter	1,2,3, or 4	Month	Collection Team (MCCLL will fill out)	Lead: LName, FI. MI. (I MEF)			Support: LName, FI. MI.		Lead Senior Analyst: LName, FI. MI.			Support: LName, FI. MI.		Collection Sponsor	Participating USMC Commands					List rank, name, billet of person approving topic for submission (Approver should be O-6/GS-15 and above)	CE	GCE	ACE	LCE	SE	List Commands	List Commands	List Commands	List Commands	List Commands
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<p>Linkages</p> <ol style="list-style-type: none"> Training and Education 2030 (list all that apply): Doctrine, Making Marines, MOS Training, Unit Level Training, SLTE, PME, Shared Data Force Design 2030 Annual Update June 2023 (list all that apply): MAGTF C2, Multi-Domain Reconnaissance, Information, Sea-Based Expeditionary Forces, Littoral Mobility, Infantry BN (design and capabilities), Aviation (meeting demands of future operating environment), Multi-Capable Distribution Platforms, Forward Positioning of Sustainment, Installation Resilience, Integration of Logistics into MAGTF C2, Intelligent Robotics & Autonomous Systems 39th Commandant White Letter 1-23 and FRAGO 01-2024 (list all that apply): Balancing Crisis Response and Modernization; Naval Integration and Organic Mobility; Quality of Life; Recruit, Make, and Retain Marines; Maximize the Potential of the Reserves <p>(*Note: Linkage documents will be updated as new guidance is published.)</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="background-color: #0000FF; color: white;">Collection Focus Areas</th> <th style="background-color: #800080; color: white;">Non-USMC Participating Commands</th> </tr> <tr> <td rowspan="4" style="background-color: #0000FF; color: white;">1) List focus areas</td> <td style="background-color: #800080; color: white;">1) List Command / Organization</td> </tr> <tr> <td style="background-color: #800080; color: white;">2) List Command / Organization</td> </tr> <tr> <td style="background-color: #800080; color: white;">3) List Command / Organization</td> </tr> <tr> <td style="background-color: #FFD700; color: black;">MCCLL Collaboration</td> </tr> <tr> <td></td> <td style="background-color: #800080; color: white;">1) List Command / Organization</td> </tr> <tr> <td></td> <td style="background-color: #800080; color: white;">2) List Command / Organization</td> </tr> <tr> <td></td> <td style="background-color: #800080; color: white;">3) List Command / Organization</td> </tr> <tr> <td></td> <td style="background-color: #800080; color: white;">Related MCCLL Reports (MCCLL will fill out)</td> </tr> <tr> <td></td> <td style="background-color: #800080; color: white;">1) Related report</td> </tr> <tr> <td></td> <td style="background-color: #800080; color: white;">2) Related report</td> </tr> <tr> <td></td> <td style="background-color: #800080; color: white;">3) Related report</td> </tr> </table>	Collection Focus Areas	Non-USMC Participating Commands	1) List focus areas	1) List Command / Organization	2) List Command / Organization	3) List Command / Organization	MCCLL Collaboration		1) List Command / Organization		2) List Command / Organization		3) List Command / Organization		Related MCCLL Reports (MCCLL will fill out)		1) Related report		2) Related report		3) Related report																			
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Figure 3. Collection Topic Submission Template

TEMPLATE FOR UNRESOLVED TREND SUBMISSION

The following format will be used by commands and organizations to submit an unresolved trend for consideration for adoption / address in TECOM's Trend Reversal and Reinforcement Process. This format shall be used to submit a trend at any time. This form will be sent via email attachment to the group mailbox MCCLL_Ops@usmc.mil (NIPRNET) or MCCLL_Ops@usmc.smil.mil (SIPRNET).

1. TITLE:
2. Problem statement:
3. MAGTF element (CE, GCE, ACE, and LCE) or Supporting Establishment (SE):
4. Data Source:
5. Root cause analysis / findings:
6. Associated training and readiness (T&R) standard(s) and specific doctrinal reference(s):
7. Temporary resolution COA(s):
 - 1.
 - 2.
8. Recommended Permanent Resolution COA(s):
 - 1.
 - 2.

TEMPLATES FOR AFTER ACTION REPORT (AAR) AND SECURITY MEMORANDUM

1. AAR template. The template and template directions can be accessed on and downloaded from the MCCLL Lessons Learned Knowledge Management Systems:

- a. NIPRNET: [https://usmc.sharepoint-mil.us/sites/tecom mccll](https://usmc.sharepoint-mil.us/sites/tecom%20mccll)
- b. SIPRNET: <https://eis-op.usmc.smil.mil/sites/mccll/>

2. Common occasions that commanders and supporting establishment organizations typically submit AARs to TECOM:

- a. Named operation (detachment level and above)
- b. Deployment (detachment level and above)
- c. MCCRE
- d. Service Level Training Exercise (SLTE) (battalion/squadron level and above)
- e. Named exercise (battalion/squadron level and above)
- f. Theater security cooperation (TSC) event (detachment level and above)
- g. Firing exercise (FIREX) (battalion/squadron level and above)
- h. Tactical air control party (TACP) shoots
- i. Simulation exercise (regiment/group level and above)
- j. Operational Capability Assessment (OCA) certification
- k. Communications exercise (COMMEX) (battalion/squadron level and above)
- l. Command Post Exercise (CPX) (battalion/squadron level and above)
- m. Deployment for training (DFT) (battalion/squadron level and above)
- n. Strategic mobility exercises (STRATMOBEX)
- o. Fire support coordination exercises (FSCX)
- p. Reserve component unit annual training (AT) exercise (battalion/squadron level and above)
- q. Wargame
- r. Unit deactivation and redesignation (battalion/squadron level and above)
- s. Defense Support of Civil Authorities (DSCA) events
- t. Large community relations event (e.g., Fleet Week, air show)
- u. Significant base or station event (e.g., emergency management, anti-terrorism / force protection (AT/FP) exercise)
- v. Any other event deemed of importance to commanders and supporting establishment organizations

3. In order to ensure accurate and relevant lessons the goal is for active component units to submit AARs within 30 days of event completion while recollections and experiences are sharpest. The AAR submission goal for reserve component units is within 60 days of event completion in order to accommodate a development, review, and submission process occurring over two consecutive unit drill periods. The recommended template for an AAR is provided as enclosure (4).

4. Security Memorandum Template. AARs should be reviewed at the MSC level (e.g., division, wing, logistics group) or higher for proper classification marking. This can be accomplished by providing a security memorandum, recommended template provided below, or by other local procedures. The memorandum template can also be found on the MCCLL KM websites' homepage.

CLASSIFICATION MARKING (at header)

Organization Letterhead

In Reply Refer To:
SSIC
Section
Date

From: Commanding Officer, Unit
To: Marine Corps Center for Lessons Learned

Via: [Enter Via(s) or remove this entry]

Subj: [Enter the document title]

Ref: (a) MCO 3504.1A, "Marine Corps Lessons Learned Program"
(b) CJCSI 3150.25H, "Joint Lessons Learned Program"
(c) [Enter additional references as required or remove this entry]

Encl: (1) [Enter enclosure(s) as required or remove this entry]

1. General Situation / Introduction: (Enter a detailed explanation of the background and overview of the unit's participation in this event to provide context [e.g., event dates, location, event objectives])

2. Topic / Discussion / Recommendation:

a. Topic: [Enter a descriptive, concise topic title]

(1) Topic Area(s): [Select a single or multiple topic areas. Type in a topic area if it is not listed.]

Administration
Chaplain
Civil Affairs
Command and Control
Communications
Finance
Information
Intelligence
Logistics
Maintenance
Medical
Operations
Partner Relations
Personnel
Planning
Reconnaissance
Safety/Risk Management
Staff Judge Advocate
Supply
Training

(2) Impact: [Select the sentence that most closely describes the impact this topic had on the mission.]

Positive impact on unit mission, capability or readiness
Minimum negative impact on unit mission, capability or readiness
Moderate negative impact on unit mission, capability or readiness
Significant negative impact on unit mission, capability or readiness

(3) Discussion: [Enter a thorough but concise explanation of the observation (who, what, why, when, where and how.)]

(4) Recommendation: [Enter a recommendation for addressing this issue.]

(5) DOTMLPF-P: [Select the DOTMLPF-P area(s) that apply or select Not Applicable.]

Doctrine
Organization
Training
Materiel
Leadership and Education
Facilities
Personnel
Policy
Not Applicable

(6) Warfighting Functions: [Select the warfighting function(s) that apply or select Not Applicable.]

Command & Control
Maneuver
Fires
Intelligence
Force Protection
Logistics
Information
Not Applicable

b. Topic: [Enter next topic, as needed]

3. Conclusion: [Enter the conclusion and major takeaways for this event.]

4. Point of Contact: [Rank, name, billet, email address, phone number]

Signature of Commanding Officer

Distribution: MCCLL
List others as required

CLASSIFICATION MARKING (at footer)

CLASSIFICATION LEVEL (at header)

Organization Letterhead

In Reply Refer To:
SSIC
Section
Date

From: Billet, Command
To: Marine Corps Center for Lessons Learned

Via: [Enter Via(s) or remove this entry]
Subj: [Command name] SECURITY MEMORANDUM ENDORSEMENT TO [name of AAR document title]

Ref: (a) Marine Corps Operations Security (OPSEC) Program, MCO 3070.2A, 17 Jul 2013
(b) DoDM 5200.01. Vol 1, incorporating Change 2: DOD Information Security\Program: Overview, Classification and Declassification, 28 Jul 2020
(c) [Enter others, such as applicable combatant command security classification guide, or remove this entry]

Encl: (1) [Enter title of AAR and other enclosure(s), as required]

1. This endorsement validates that the enclosure has been reviewed by the command; the command concurs with the classification as listed on the document. The command attests that this document has been reviewed in accordance with guidance contained in references (a)-(c) and approved for release to the Marine Corps Center for Lessons Learned.

2. Enter POC information for the AAR.

s//
Signature

CLASSIFICATION LEVEL (at footer)

APPENDIX A

Glossary of Acronyms and Abbreviations

AA	Assistant for Administration
AAR	After Action Report
AT	Annual training
AT/FP	Anti-terrorism / Force protection
AWG	Assessments Working Group
CG, TECOM	Commanding General, Training and Education Command
CJCS	Chairman of the Joint Chief of Staff
CMC	Commandant of the Marine Corps
COA	Course of action
COMMEX	Communications Exercise
CPX	Command Post Exercise
DC	Deputy Commandant
DFT	Deployment for training
DON/AA	Department of the Navy/Assistant for Administration
DoD	Department of Defense
DON	Department of the Navy
DOTMLPF-P	Doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
DRMD	Directives and Records Management Division
DSCA	Defense Support of Civil Authorities
FIREX	Firing exercise
FMF	Fleet Marine Force
FSCX	Fire support coordination exercises
HQMC	Headquarters Marine Corps
IRWG	Institutional Readiness Working Group
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
JWICS	Joint Worldwide Intelligence Communication System
KM	Knowledge Management
MARFOR	Marine Force
MEF	Marine Expeditionary Force
MCCLL	Marine Corps Center for Lessons Learned
MCCRE	Marine Corps Combat Readiness Evaluations
MCLLP	Marine Corps Lessons Learned Program
MSC	Major Subordinate Command
NARA	National Archives and Records Administration
NATO	North Atlantic Treaty Organization
NIPRNET	Non-Secure Internet Protocol Router Network
OCA	Operational Capability Assessment
OPR	Office of Primary Responsibility
OPSEC	Operations Security
PII	Personally Identifiable Information
POC	Point of contact
POI	Program of instruction
PSD	Policy and Standards Division
QRB	Quarterly Readiness Board
SAT	Systems Approach to Training
SE	Supporting Establishment
SIPRNET	Secure Internet Protocol Router Network
SLTE	Service Level Training Exercise

SME	Subject matter expert
STRATMOBEX	Strategic mobility exercises
TACP	Tactical air control party
TECOM	Training and Education Command
TRRP	Trend Reversal and Reinforcement Process
TSC	Theater security cooperation
TS/SCI	Top Secret / Sensitive Compartmented Information
T&E	Training and education
T&R	Training and readiness
WG	Working Group