



UNITED STATES MARINE CORPS
MARINE FORCES RESERVE
2000 OPELOUSAS AVE
NEW ORLEANS, LA 70114-1500

ForO 3504.1
G-3/5
JAN 7 2015

FORCE ORDER 3504.1

From: Commander
To: Distribution List

Subj: COMMAND LESSONS LEARNED PROGRAM (CLLP)

Ref: (a) MCO 3504.1
(b) MARADMIN 133/08

Encl: (1) AAR OPSEC Endorsement Template
(2) Sample Observation and Recommendation (O&R) (Lesson)
(3) Observation and Recommendation (O&R) Template
(4) After Action Report (AAR) Template

1. Situation

a. This Order provides guidance to establish a Marine Forces Reserve (MARFORRES) CLLP, including administration, responsibilities, and guidelines for responsible individuals.

b. In accordance with the references, the Marine Corps Center for Lessons Learned (MCCLL) collects, analyzes, manages, and disseminates knowledge gained through exercises and operations in order to enable Marines to achieve higher levels of performance, and to provide information and analysis on emerging issues and trends in support of operational commanders and Commandant of the Marine Corps (CMC) Title 10 responsibilities (to organize, train, equip, and provide Marine forces to combatant commanders).

c. Reference (a) establishes Marine Corps Policy and procedures for the Marine Corps Lessons Learned Program (MCLLP). Reference (b) provides additional guidance on timing and occasions for submission of After Action Reports (AAR) and lessons learned material.

d. The foundation of an effective and dynamic lessons learned program is the active after action reporting of observations and recommendations (O&R), lessons learned, issues, and best practices. Timely submission of comprehensive

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distribution is unlimited.

AARs and other relevant material by MARFORRES units is a vital part of the overall combat development process. While enabling other units to quickly benefit from their hard-earned operational and training experiences, timely submissions also support the efforts of advocates and proponents charged with improving how Marines are organized, trained, and equipped.

2. Mission. MARFORRES unit Commanding Officers and Officers in Charge submit AARs and O&Rs to MCCLL in order to assist other units assigned the same or similar missions, as well as higher headquarters in fulfilling their man, train, and equip role.

3. Execution

a. Commander's Intent

(1) The distinction of any profession is the practice of self-examination and continuous learning. A vigorous lessons learned program is one of the means to achieve that end. All commanders will establish a CLLP and promote an environment of collective learning inside and outside of their commands. This program will facilitate a professional dialog of shared knowledge gained from the innovations, successes, and challenges of our Corps.

(2) MARFORRES will submit lessons learned, AARs, and unit Standard Operating Procedures (SOP) to the MCCLL for inclusion into their document library. These submissions will act as a vehicle for the institution to achieve higher levels of performance. Units are encouraged to submit what may even seem trivial or unimportant. What unit level leadership may think is a trivial observation, could be a Marine Corps-wide trend.

b. Concept of Operations. A dynamic MARFORRES CLLP that supports MARFORRES, the MCLLP, and the MCCLL will be achieved by active participation at every unit. The following actions will ensure our operational and training experiences are shared with those inside and outside of MARFORRES, as well as ensure widespread access to information from the active component:

(1) MARFORRES Major Subordinate Commands (MSC) direct each unit to establish a CLLP in order to satisfy unit information requirements and support the MCLLP and the MCCLL.

(2) Command Lesson Managers (CLM) will be designated and trained at each unit to ensure unit access to pertinent

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operational and training information and to manage unit lessons learned materiel input to the MCCLL.

(3) Unit commanders will produce AARs to capture their lessons learned, or O&Rs, and submit them to the MCCLL via their respective chains of command.

(4) Navy and Marine Corps Officers and Staff Non Commissioned Officers (SNCO) E-6 and above, will register on the MCCLL website to ensure widespread access of timely operational and training information at each unit.

c. Tasks

(1) Commanding General (CG) 4th Marine Division (4th MARDIV), CG 4th Marine Aircraft Wing (4th MAW), CG 4th Marine Logistics Group (4th MLG), and CG Force Headquarters Group (FHG)

(a) Ensure Commanders and staffs support the MCCLLs collections efforts by providing access to their full range of activities and information.

(b) Establish a CLLP that ensures the submission of AARs to document successes and shortcomings experienced during training and operations. Appoint CLM(s) as required, to coordinate with MCCLL Program Analysts and manage lessons learned material submissions to the MCCLL.

(c) Direct the establishment of CLLP at each regiment/group, battalion/squadron, and independent battalion and company. Publish guidance on lesson learned material submission requirements and direct the appointment of CLM(s) at each unit.

(d) Review AARs for quality, accuracy, and potential issues for resolution. Additionally, conduct an operational security/classification review of all MCCLL submissions in coordination with the respective MCCLL Program Analyst. Attach AAR operational security endorsement, enclosure (1), to all MCCLL submissions. Submit AARs to the MCCLL, via the respective Program Analyst, within 60 days of the event on which the report is based.

(e) Direct the registration at the MCCLLs Common Access Card (CAC) enabled website of all Navy and Marine Corps SNCOs, E-6 and above, and Officers to ensure wide access to the MCCLL information and tools: <https://www.mccll.usmc.mil>. Direct

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additional registration requirements as needed, e.g. sergeants and below, to meet organizational information requirements.

(2) Assistant Chief of Staff (AC/S) G-3/5

(a) Manage MARFORRES CLLP and appoint CLMs as required.

(b) Coordinate with MCCLL Program Analysts on MARFORRES information needs and lessons learned submission requirements.

d. Coordinating Instructions

(1) MCCLL Lesson Management System (LMS). The MCCLL CAC enabled website at <https://www.mccll.usmc.mil> is known as the LMS. It contains multiple archives of AARs, topical papers, newsletters, and other information resources supported with easy to use search tools. Leaders at every level, planners, and other DoD personnel can review the MCCLL LMS for relevant material in order to learn from others and access timely material related to overseas contingency operations, training trends, and theater of war tactics, techniques, and procedures (TTP). MARFORRES personnel will leverage these information resources to achieve higher levels of performance.

(2) O&Rs or Lessons Learned need to be collected continuously throughout the planning and execution of major unit exercises and operations. An O&R example, enclosure (2), and an O&R Template, enclosure (3), are provided to assist units in the collection of detailed, actionable Lessons Learned material for inclusion in their AARs. Unit AARs will be prepared in the written format detailed in enclosure (4) and submitted for all mobilizations, deployments, and named exercise participation by all units and detachments (not inclusive of individual augments). AARs are also required for annual training (AT) of battalion, squadron, and independent company events (company level AT AARs are encouraged but not required). Exceptions to submission requirements and timelines will be determined at the MSC level. Additional AAR occasions for mobilizations in support of outside the continental United States (OCONUS) missions:

(a) Non-rotational OCONUS missions require a single AAR at the completion of redeployment plus any additional occasions as directed by the unit's deployed parent command.

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(b) Rotational OCONUS missions require three AARs: at the completion of Pre-deployment Training Program (PTP)/certification, this AAR shall cover notification, mobilization, activation, and PTP issues; the 100 day AAR shall cover deployment and deployed activities in order to inform all stakeholders to pertinent issues/recommendations on training, equipping and manning of the relieving unit; and the final AAR shall cover all additional deployed activities, redeployment, and de-mobilization issues. While deployed, the parent command will determine additional AAR occasions.

(3) The primary method for submitting unit AARs is via chain of command to the unit's MSC no later than 30 days from the completion of the event. The MSC reviews, then submits the AAR to the MCCLL (via their MCCLL Program Analyst), no later than 60 days from the completion of the event. MCCLL Operations and data managers will review the AAR and place it on the MCCLL LMS. It then becomes accessible to all other MCCLL users. Content of these AARs may be highlighted in MCCLL publications and data-mined for trend analysis, topical papers, and appropriate forums.

(4) MSC, regiment/group, battalion/squadron, and independent battalion and company CLMs will be trained by the MCCLL Program Analysts to be each organization's duty expert(s) on MCCLL information resources, tools, and AAR construction. Each command will appoint, in writing, a minimum of two officers or SNCOs as CLMs to support their CLLP and internal information needs.

(5) MCCLL Program Analysts (liaisons) are readily available to conduct CLM training; assist/instruct unit personnel with the submission of lesson learned material and use of the MCCLL tools; and to provide Request for Information (RFI) support to MARFORRES organizations.

(6) Classified Lessons Learned. Units will coordinate submission of classified AARs with their chain of command. MSCs will ensure all documents are properly marked and submitted to the MCCLL via their respective MCCLL Program Analyst. The Program Analyst will forward the documents via the MCCLL Secret Internet Protocol Router Network (SIPRNET) website, <https://www.mccll.usmc.smil.mil>.

4. Administration and Logistics

a. MCCLL Program Analysts. Questions regarding the MCLLP, the MCCLL, or the MARFORRES CLLP should be directed to MCCLL Program Analysts embedded within the MARFORRES G-3/5 and 4th MARDIV G-3. Program Analyst support is available at (504) 697-7322 (for MARFORRES Headquarters, 4th MLG, and 4th MAW) or (504) 697-7334 (for 4th MARDIV and FHG).

b. MCCLL Feedback. The MCCLL is located in Quantico, VA and can be reached at commercial 703-432-1280 or DSN 378-1280. Direct feedback to the MCCLL is available via the toolbar located on the MCCLL website homepage: (<https://www.mccll.usmc.mil>).

5. Command and Signal

a. Command. This Order is applicable to Marine Forces Reserve.

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


S. A. WENRICH
Chief of Staff

DISTRIBUTION: D

Directives issued by this Headquarters are published and distributed electronically.

AAR OPSEC Endorsement Template

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DD MMM YY

MEMORANDUM

From: Operations Security Manager, Command
To: Marine Corps Center for Lessons Learned (MCCLL), TECOM
Subj: ENDORSEMENT TO AFTER ACTION REPORT FOR OPERATION/EXERCISE
FOR THE PERIOD OF MON/YEAR - MON/YEAR
Ref: (a) SECNAV M-5510.36, Department of the Navy Information
Security Program
(b) Marine Corps Operations Security Program, MCO 3070.2,
May 2007.
(c) (Pertinent Combatant Command) Security Classification
Guide (if applicable)

1. This endorsement validates that the proceeding After Action Report has been reviewed and is unclassified, For Official Use Only. In accordance with the command's Operations Security Manager rules and regulations, this document has been reviewed in accordance with guidance contained in References (a) through (c).
2. Point of contact regarding the (command) Operations Security Manager is Capt John P. Doe, at phone 123-456-7890. The point of contact for the (command) Marine Corps Center for Lessons Learned Program Analyst is Mr. I. M. Marine at 123-456-7890.

J. P. DOE
(Command Operations Security Manager)

I. M. MARINE
(MCCLL Program Analyst to MARFORRES)

(This page is to be completed at the MSC level; signed by the MSC Operational Security Manager and their respective MCCLL Program Analyst. No action is required by the unit submitting.)

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Sample Observation and Recommendation (O&R) (Lesson)

In order to quickly build a comprehensive AAR draft, Unit CLMs should continuously gather draft lessons, observations and recommendations before, during, and after the event from personnel across the organization. The example below conveys information in a detailed and thorough manner:

1. Topic. Provide a short descriptive title of the topic, issue, or lesson to be addressed: Commercial and tactical generator use in desert environment.

2. Observation. Identify the topic and discuss the topic in detail. Provide a direct statement concerning the issue, then provide a thorough and detailed explanation of the topic: Overheating and excessive oil consumption during normal operation. The following models have been used: Caterpillar 3306 (210 KW commercial), MEP-806B, MEP-805B, Magnum MMG 25, MEP-803B. At the onset of warmer weather when temperatures were above 90 degrees F, we began to have overheating issues with any generator system that was producing at 70 percent or higher of its rated capacity. As the temp increased the problem was found at lesser capacity percentages, down to as low as 50 percent. With this overheating problem also came oil consumption problems. Some systems would use four quarts in a 24-hour period. There was no evidence of wet stacking and no leaks associated with this oil use.

3. Recommendation. What is your recommendation? Provide a recommendation for improvement, if applicable: To prevent generator damage, the following is recommended:

- During the hot weather months, ensure the heaviest weight oil recommended by the manufacturer is used, in this case 15W-40.
- Monitor the normal oil pressure and if it drops 3-5 PSI it will indicate that the oil level is low and needs to have oil added.
- Ensure that the coolant levels are kept up.
- Use a 50/50 mix of water and anti-freeze; this provides the maximum heat exchange.
- Utilize 'shading structures' to keep generator sites out of direct sunlight.
- Keep generator loads at a nominal 60-66 percent of rated capacity.
- Change oil and filter after 10-15 days of continuous operation.
- If overheating continues, suspect a faulty thermostat. Changing the thermostat corrected three problem sites.
- Periodically use a pressure washer to clean the radiator when the generator is off line. This is especially important during sand storms.

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Observation and Recommendation (O&R) Template

(This Template contains the minimum fields for Unit After Action Reports (AARs); its purpose is to assist Units to rapidly collect the necessary information for AAR assembly)

CLASSIFICATION: Unclassified

UNIT:

EVENT: (Name of Campaign, Operation or Exercise)

TOPIC: _____

(Succinct, Searchable, Stand-alone Topic)

OBSERVATION: (What is the issue?):

RECOMMENDATION: (What is your recommendation for improvement?):

POC: _____

(Name and contact information of O&R originator)

Attach any pertinent supporting documents, photos, etc.

This document contains information EXEMPT FROM MANDATORY DISCLOSURE under the FOIA. DoD Regulation 5400.7R, Exemption 5 applies.

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After Action Report (AAR) Template

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UNITED STATES MARINE CORPS
 UNIT NAME
 ADDRESS
 CITY STATE ZIP

3480.2
 S-3
 Date

From: Commanding Officer, Unit
 To: Commanding Officer, Higher Headquarters
 Subj: AFTER ACTION REPORT FOR OPERATION/EXERCISE FOR THE PERIOD
 OF MON/YEAR - MON/YEAR
 Ref: (a) MCO 3504.1 Marine Corps Lessons Learned Program
 Encl: (1) As Required

1. GENERAL SITUATION/INTRODUCTION. Per reference (a), organizations are encouraged to complete and submit AAR lessons, observations and other relevant material within 30 days of completing a deployment, major exercise, or operation. This template is provided as an example format for submission of an after action report. The following numbered paragraphs provide example taxonomy (staff sections) for the report that can be adapted to comply with local after action reporting process and procedures.

2. ADMINISTRATIONa. Topic:

- (1) Observation:
- (2) Recommendation:

b. Topic:

- (1) Observation:
- (2) Recommendation:

3. INTELLIGENCEa. Topic:

- (1) Observation:
- (2) Recommendation:

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After Action Report (AAR) Template Continued

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Subj: AFTER ACTION REPORT FOR OPERATION/EXERCISE FOR THE PERIOD
OF MON/YEAR - MON/YEAR

b. Topic:

(1) Observation:

(2) Recommendation:

4. OPERATIONS

a. Topic:

(1) Observation:

(2) Recommendation:

b. Topic:

(1) Observation:

(2) Recommendation:

5. LOGISTICS

a. Topic:

(1) Observation:

(2) Recommendation:

b. Topic:

(1) Observation:

(2) Recommendation:

6. PLANNING

a. Topic:

(1) Observation:

(2) Recommendation:

b. Topic:

(1) Observation:

(2) Recommendation:

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After Action Report (AAR) Template Continued

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Subj: AFTER ACTION REPORT FOR OPERATION/EXERCISE FOR THE PERIOD
OF MON/YEAR - MON/YEAR

7. COMMUNICATIONS

a. Topic:

(1) Observation:

(2) Recommendation:

b. Topic:

(1) Observation:

(2) Recommendation:

8. CONCLUSION. Provide an overall summary of the AAR submission.
Include Commander's comments and important take-aways.

9. Point of contact regarding this after-action report submitted by
(UNIT) is I. M. Marine at 123-456-7890.

I. M. COMMANDING

Distribution: MCCLL

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