

**USAREC Pamphlet 11-33**

**Army Programs**

# **Integration and Dissemination of Lessons Learned**

**Headquarters  
United States Army Recruiting Command  
1307 3rd Avenue  
Fort Knox, Kentucky 40121-2725  
6 March 2017**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

USAREC Pamphlet 11-33

Integration and Dissemination of Lessons Learned procedures.

This is a rapid action revision, dated 13 April 2020, of USAREC Pamphlet 11-33, dated 6 March, 2017.

Changes all references to Recruiting and Retention School (RRS) to the Recruiting and Retention College (RRC).

Adds responsibility to the RRC Doctrine Division to collect, synthesize analyze and disseminate all collected lessons learned.

Updates all references and validates the Lesson Learned process.

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6 March 2017

**\*USAREC Pamphlet 11-33**

Effective Date: 6 March 2017

**Army Programs**

**USAREC Integration and Dissemination of Lessons Learned**

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**History.** This publishes a new USAREC Pam 11-33 which supersedes the LL SOP and is effective 6 March 2017.

**Summary.** This pamphlet provides guidance regarding the United States Army Recruiting Command's Lesson's Learned Integration and Dissemination within the U.S. Army Recruiting Command.

**Applicability.** This pamphlet is applicable to all personnel within the United States Army Recruiting Command.

**Proponent and exception authority.** The proponent for this pamphlet is the Director for Recruiting Operations, Assistant Chief of Staff, G-5. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. Proponent may delegate this approval authority, in writing, to the deputy director within the proponent agency in the grade of lieutenant colonel or civilian equivalent.

**Army management control process.** This pamphlet contains management control provisions in accordance with AR 11-2, but does not identify key management controls that must be evaluated.

**Relation to UR 10-1.** This pamphlet provides guidance regarding the United States Army Recruiting Command's Lessons Learned program in accordance with Knowledge Management procedures according to UR 10-1, chap. 3-14 c.(9).

**Suggested improvements.** The proponent agency of this pamphlet is the Director for Recruiting Operations, Assistant Chief of Staff, G-3/5. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCPE-MSS, 1307 3rd Avenue, Fort Knox, KY 40121-2725

**Distribution.** This publication is available in electronic media only and is intended for command distribution level A.

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\*This is a Rapid Action Revision of UP 11-33 dtd 6 March 2017.

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## **Chapter 1**

### **Introduction**

#### **1-1. Purpose.**

This USAREC Pamphlet provides guidance and procedures for the integration and distribution of Lessons Learned within USAREC. We will integrate and disseminate Lessons Learned across the Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) within the USAREC command.

#### **1-2. References.**

For required publications and referenced forms see Appendix A.

#### **1-3. Explanation of abbreviations.**

Abbreviations and special terms used in this pamphlet are explained in the glossary.

#### **1-4. Responsibilities.**

Responsibilities are listed in chapter 2.

#### **1-5. Objectives.**

The objective of this Pamphlet is to create a knowledge sharing culture within USAREC in which every Soldier, DA Civilian and Contractor is a discoverer and user of positive (sustain) and negative (improve or change) information with a responsibility to submit this information through their chain of command (see AR 11-33 para. 1-5a.). Success in this culture is defined as the continuous collection and submission of observations from every unit level; from the individual Soldier to the most senior leaders.

## **Chapter 2**

### **Responsibilities.**

#### **2-1. Doctrine (DOTMLPF-P).**

USAREC Doctrine Division resides at the Recruiting and Retention College (RRC) and has overall responsibility to capture, create and share lessons learned. Lessons learned gleaned from all social media platforms, synthesized on milSuite based Recruiting Pronet (IAW Paragraph 1-6, AR 11-33), and conducts analysis subject to legal, moral and ethical guidelines and shares them command wide.

#### **2-2. Organization (DOTMLPF-P).**

The Lead agency for the USAREC Lessons Learned process is the USAREC Knowledge Management division, until such time as the RRC adds a trained lesson learned integrator (L2I) to the doctrine teams staff, who then assumes that role.

#### **2-3. Training (DOTMLPF-P).**

Chief, Training Assessment Division (G3/TAD) is responsible for collection and documenting of lessons learned from training assessments and coordinated learning events (such as battalion commander training sessions). USAREC's Recruiting and Retention school will conduct end of course training assessments, and capture lessons learned during post instructional conferences (PICs). The G3 Virtual Recruiting Division assists with capture of those TTPs specific to virtual recruiting.

#### **2-4. Material (DOTMLPF-P).**

G4/8 and G7/9 share responsibility for USAREC Material Lessons Learned. G7/9 focuses on marketing and education specific materials.

#### **2-5. Leadership (DOTMLPF-P).**

Leaders at all levels must understand that they have a responsibility to share lessons learned, and will ensure that their subordinates are empowered to learn.

#### **2-6. Personnel (DOTMLPF-P).**

USAREC G1 is lead for any lessons learned pertaining to personnel, and the G5 Force Development division will support the effort.

## **2-7. Facilities (DOTMLPF-P).**

USAREC G4/8 is lead for any lessons learned pertaining to facilities, and the G2 PAE assists in the effort.

## **2-8. Policy (DOTMLPF-P).**

Chief, Doctrine Division, RRC, with input from supporting staffs, field commanders, and approval from CG, USAREC, determine which lessons learned and best practices are incorporated into recruiting doctrine.

## **Chapter 3**

### **Lessons Learned Management.**

#### **3-1. Identification of USAREC Lessons Learned POC's.**

a. USAREC Headquarters Staff and Directorates, Brigades, Special Operations Recruiting Battalion (SORB) and the Recruiting and Retention College will provide a Lesson Learned POC for their agency to the USAREC Chief Knowledge Office. Instructions for submission of names will be published in conjunction with the annual recruiting operations plan.

b. POCs identified should have one (1) year retainability to collect Lessons Learned that focuses on their respective DOTMLPF-P domain. Designated POC will be the agency representative for scheduled Lessons Learned council meetings.

#### **3-2. Lessons Learned Overview.**

The USAREC Lessons Learned Program is based on the Army Lessons Learned Program phases of discovery, validation, integration and assessment (paragraph 3-1, AR 11-33). Specifically:

a. Discovery: The discovery phase covers from the determination that there is something that can be improved or learned to inputting or capturing that information in a collaborative environment for use by others. Multiple sources exist for Lessons Learned from the eight recruiting functions. Examples include, but are not limited to:

- (1) Surveys and Course Critiques
- (2) School visits
- (3) Community Partner (CP)
- (4) Conferences
- (5) Command and G3 Training Team Visits
- (6) Command Briefings
- (7) After Action Reports
- (8) Education Tours
- (9) Social Media exchanges, i.e. Facebook, etc.
- (10) Recruiting ProNet discussions

b. Validation: In the validation phase, submissions are analyzed by the USAREC Lessons Learned Council (see paragraph 3-1) to determine if the observation is valid, and others can adapt and apply it. If the answer is yes, the observation is valid and is a lesson or best practice that can be integrated. Lessons Learned will be categorized across the DOTMLPF-P. Lessons Learned collected by LLMs (IAW paragraph 3-5) that fall outside their purview of the DOTMLPF-P domain will upload the proposed lesson learned to the USAREC Lesson Learned portal.

c. Integration: Integration is the phase where a lesson or best practice may be adapted and applied. Units adapt lessons within training and operations to improve readiness and enhance effective operations. The institutional force integrates lessons into DOTMLPF-P requirements. Lessons that require further discussion, and resourcing decisions, will be routed through the USAREC staff to the command leadership team for decision. Lessons Learned will be stored and maintained on the USAREC lessons learned repository. Links to the repository will be posted and updated on all USAREC intranet sites. USAREC will use this phase for dissemination of lessons that can go directly to units and to work with the recruiting field. This phase ends when solutions are implemented and the force begins using changes. Effectiveness of the lessons learned will be determined during the Assessment phase.

d. Assessment: In the assessment phase, Soldiers and Civilians observe implemented solutions during operations, exercises, or experimentation to determine if the changes met issue requirements. If the issue is not resolved, or only partially resolved, the issue will be terminated as a lesson, but not a lesson learned. On rare occasions a lesson may re-enter the integration phase. If the director or commander decides the lesson solution or best practice met the requirement or improved the unit's performance, the lesson is considered "learned" and documented as such.

### **3-3. USAREC Lessons Learned in mission command:**

Commanders use lessons learned as an inherent part of mission command (command and control). As leaders understand, visualize, describe, direct, and lead, they continually assess. Throughout this process, leaders adapt lessons to the current situation. At the same time, the assessment of what they are seeing leads to the discovery of new lessons that need to be captured and shared to enable the leader's command and control of the USAREC recruiting environment.

### **3-4. USAREC Lessons Learned Managers (LLM):**

The Lessons Learned Manager at the brigade and directorate level is responsible for collecting and conducting the initial determination if the submitted discovery constitutes a best practice of something learned or process improved. When possible, the LLM should identify which of the eight recruiting functions the lesson learned impacts before submitting to the Lessons Learned Council (LLC).

### **3-5. USAREC Lessons Learned Council (LLC):**

Selected NCO's and USAREC staff members will be assigned the responsibility (scout teams) to capture lessons learned and submit to the RRC Doctrine Division for validation, integration and dissemination of the submitted Lessons Learned.

## **Appendix A. References**

### **Section I Required Publications**

#### **AR 11-33**

Army Lessons Learned Program

#### **AR 25-2**

Information Assurance

#### **AR 71-9**

The Warfighting Capabilities Determination

### **Section II Related Publications**

#### **ADP 3-0**

Unified Land Operations

#### **ADP 3-07**

Stability

#### **ADP 5-0**

The Operations Process

#### **ADP 6-0**

Mission Command

#### **AR 10-87**

Army Commands, Army Service Component Commands, and Direct Reporting Units

#### **AR 11-2**

Managers' Internal Control Program

#### **AR 15-1**

Committee Management

#### **AR 25-1**

Army Information Technology

#### **AR 25-30**

The Army Publishing Program

#### **AR 350-1**

Army Training and Leader Development

#### **AR 350-28**

Army Exercises

#### **AR 380-5**

Department of the Army Information Security Program



**AR 380-10**

Foreign Disclosure and Contacts with Foreign Representatives

**AR 380-28**

Department of the Army Special Security System

**AR 870-5**

Military History: Responsibilities, Policies, and Procedures

**CJCSI 3150.25F**

Joint Lessons Learned Program (Available at [https://www.dtic.mil/cjcs\\_directives](https://www.dtic.mil/cjcs_directives).)

**CJCSM 3170.1**

Operation of the Joint Capabilities Integration and Development System (Available at [https://www.dtic.mil/cjcs\\_directives](https://www.dtic.mil/cjcs_directives).)

**ATP 6-01.1**

Knowledge Management Operations

**Section III****Prescribed Forms**

There are no entries in this section.

**Section IV****Referenced Forms**

There are no entries in this section.

**Glossary****Section I****Abbreviations****AR**

Army Regulation

**BDE**

Brigade

**COI**

Center of Influence

**DOTMLPFP**

Doctrine Organization, Training, Material, Leadership, Personnel, Facilities, Policy

**IAW**

In Accordance With

**LLC**

Lessons Learned Council

**LLM**

Lessons Learned Manager

**LLP**

Lessons Learned Process

**PIC**

Post Instructional Conference

**POCs**

Points of Contact

**RRC**

Recruiting and Retention College

**SOPs**

Standard Operating Procedures

**SORB**

Special Operations Recruiting Battalion

**TAD**

Training Assessment Division

**USAREC**

United States Army Recruiting Command

**UR**

USAREC Regulation

**Section II****Terms****Assessment.**

In the assessment phase, Soldiers observe implemented solutions during operations, exercises, or experimentation to determine if the changes met issue requirements. And if the issue is not resolved, or only partially resolved, the issue may re-enter the integration phase. If the commander decides the lesson solution or best practice met the requirement or improved the unit's performance, the lesson is considered "learned" and documented as such.

**Discovery.**

The discovery phase covers the period from the determination that there is something that can be improved or learned, to inputting or capturing that information in a collaborative environment for use by others. Lessons learned organizations use collections in this phase to gather more information in an effort to identify trends, themes, or a widely prevalent situation affecting accomplishment of some aspect of the Army's mission.

**Integration.**

Integration is the phase where a lesson or best practice may be adapted and applied. Units adapt lessons within training and operations to improve readiness and enhance effective operations. At times, there are issues associated with a lesson that require discussion and resource decisions. The lesson will need to enter an issue resolution process to determine what changes need to be made and how they will be made. Lessons learned organizations use this phase for dissemination of lessons that can go directly to units and to work with the institutional force through issue resolution processes to integrate the lessons into DOTMLPF-P changes. This phase ends when solutions are implemented and the force begins using changes..

**Lesson.**

A potential solution to a problem experienced as a result of an observation.

**Lesson Learned.**

An implemented corrective action which leads to improved performance or an observed change in behavior. The process of discovering, validating, integrating, and evaluating lessons.

**Lesson Learned Process (LLP).**

A process whereby information is analyzed and disseminated in a timely manner relative to the criticality of actions required for Soldiers and leaders to adapt that information to current operations and DOTMLPF–P development to save Soldiers’ lives and improve the effectiveness and/or efficiency of Army operations. It’s getting the right information to the right levels in time to allow the unit(s) to adapt before the information becomes irrelevant.

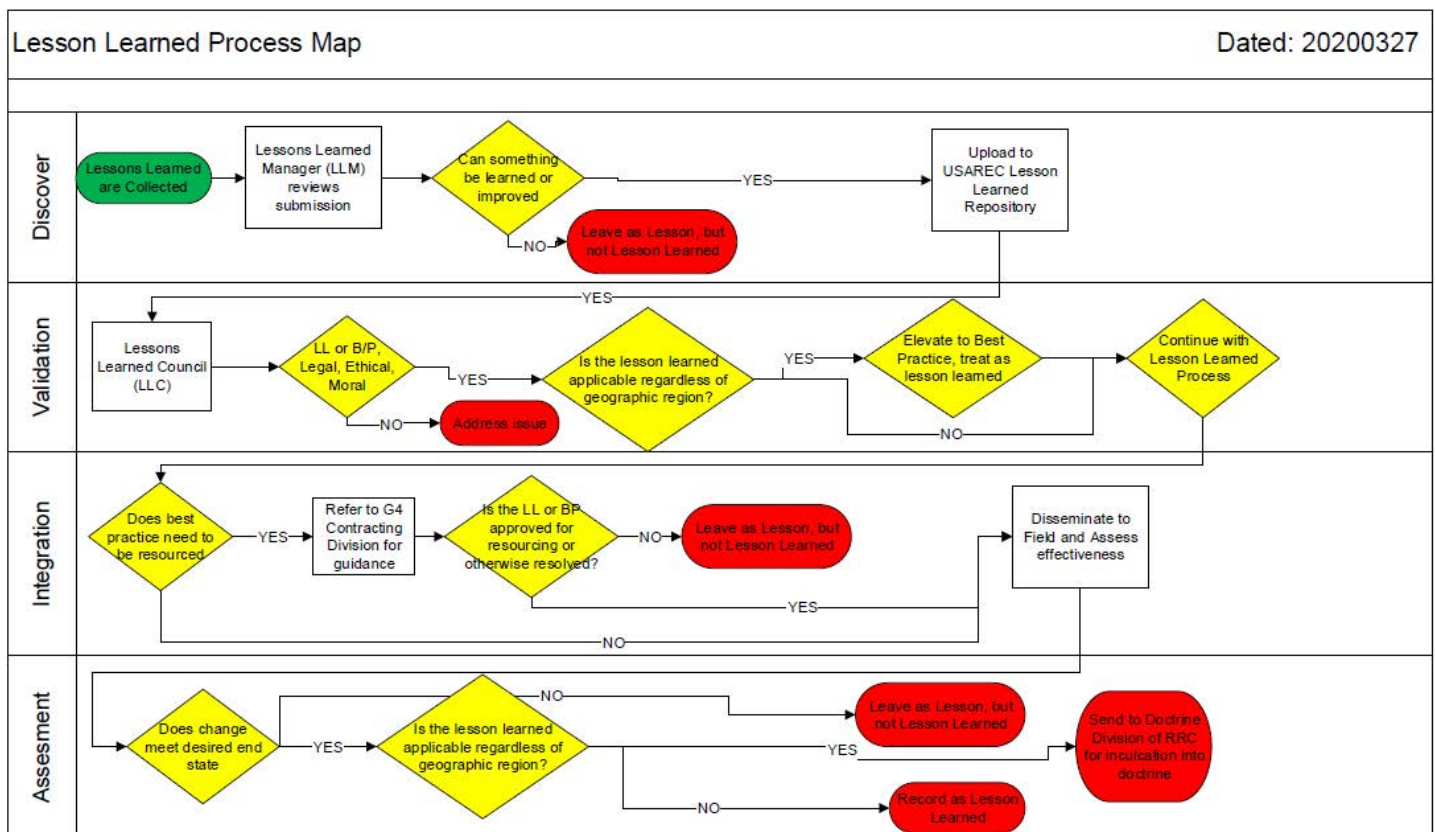
**Observation.**

A statement of the conditions experienced or observed with recommended changes to improve performance.

**Validation.**

In the validation phase, analysts or others examine the input to determine if the observation is valid and others can adapt and apply it. If the answer is yes, the observation is valid and is a lesson or best practice that can be integrated.

**Appendix B. Process**



**Recruiting Functions:** Mission Command, Intelligence, Propecting, Interviewing, Processing, Leading Future Soldiers, Training and Leader Development, Sustaining Operations.

**DOTMLPF-P:** Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, Policy

**(Figure B-1. Lesson Learned Process Map)**

# USAREC

ELECTRONIC PUBLISHING SYSTEM

DATE: 13 April 2020  
DOCUMENT: USAREC PAM 11-33  
SECURITY: UNCLASSIFIED  
DOC STATUS: Rapid Action Revision