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*The Lessons Learned Conference is a great forum for the exchange of information between participants!*

## From the Commander...

*Greetings...this edition of the Explorer is focused on the NATO Lessons Learned Conference 2011 that will be held from 25 to 27 October in Lisbon. As the organizer of this Conference on behalf of Allied Command Transformation, I encourage broad participation from NATO Commands, NATO Nations, and Partners and Contact nations. We as Lessons Learned practitioners do not directly benefit from learning specific lessons - but we are the facilitators. With this and the theme of this year's Conference, "Extracting Lessons from Operations", in mind, I have opened up the Conference to both Lessons Learned and Operational attendees. With panels focused on relevant NATO operations I am confident that together, we will combine to share lessons and produce positive results. Collectively, we all play an important role in gathering, sharing and assuring the quality of lessons as well as raising the importance of lessons in operations. Our specific role as Lesson Learned practitioners is to support our leaders in ensuring we are Learning Organizations but it is up to us all to ensure that lessons are shared early and widely. Two other topics are featured in this edition. The first is recent training given by the JALLC Advisory and Training Team (JATT) team in ISAF. The JATT continues to have success in offering training in gathering and sharing lessons. I hope you enjoy this edition of the Explorer! Lastly, we want to highlight the superb support we receive from our US Navy Reservists!*

Peter Sonneby  
Brigadier General, Danish Air Force

## NATO Lessons Learned Conference Lisbon, Portugal 25-27 October 2011

By , LTC Blake Nash CAN A

The NATO Lessons Learned Conference 2011, hosted by the Joint Analysis and Lessons Learned Centre (JALLC), will be held from 25 to 27 October 2011 at the Military Academy, Lisbon, Portugal. Open to all NATO Commands, Agencies and personnel from the defence structures of NATO Nations, Partners and Contact countries, the Conference continues to provide NATO's forum for exchange of information within the NATO Lessons Learned community. This year's Conference will be conducted under the theme: "Extracting Lessons from Operations" and will be attended by both Lessons Learned community and NATO J3 and J5 personnel .

There will be a Pre-Conference Day held on Monday, 24 October at the Portuguese Military Academy. The intention for this day is to provide newcomers to the Lessons Learned community a better understanding of the NATO Lessons Learned Process and associated tools including the topics of Analysis Requirements and Analysis Objectives, and the NATO Lessons Learned Database and Portal. Also, updates will be given by Allied and NATO Commands. This session is voluntary and sign up is available through the Internet Conference registration site. On the afternoon of Monday, 24 October is a Breakout session hosted by JALLC Commander at the JALLC for representatives of the Centres of Excellence (COE). The COE Breakout discussions will focus on the areas where the COEs,

**LESSONS LEARNED CONFERENCE**  
**25-27 OCTOBER**

**CONFERENCE THEME IS**  
**EXTRACTING LESSONS**  
**FROM OPERATIONS**

**PARTICIPATION ACROSS ALL FUNCTIONAL AREAS IS ESSENTIAL**

**PRE-CONFERENCE UPDATE DAY**  
**FOR LL NEWCOMERS**  
**ON 24 OCTOBER**

**CONFERENCE REGISTRATION INFORMATION ON PAGE 3**

JALLC and Allied Command Transformation can assist each other, including the use of COE subject matter experts (SME) for analysis projects and leveraging the input of lessons from the COE Communities of Interest.

The Conference will be officially opened by Commander JALLC, BG Peter Sonneby at the Portuguese Military Academy on the morning of Tuesday, 25 October where he will kick off the Panels which are the core of the Conference agenda. This year, there are four Panels, each with associated speakers who will be followed by moderated discussions involv-

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ing the speakers and the Conference audience. The opening Panel topic is “Extracting Lessons – National Perspectives” where speakers from Australian Forces, US Army and French Army will lead off. The afternoon will feature the first of the three Panels on specific operations, Operation UNIFIED PROTECTOR. All Operations Panel speakers will brief on the challenges, successes and top lessons drawn from their specific area. The OUP Panel will be preceded by a speaker from NATO HQ and feature speakers from the US Joint Centre for Operational Analysis, Combined Joint Task Force UNIFIED PROTECTOR, and SHAPE.

The second day of the Conference will start off with the Panel on ISAF Comprehensive Approach where the audience will hear from ISAF and HQ SACT subject matter specialists on Stabilization. The afternoon Panel will feature Counter Piracy Information sharing from multiple perspectives including NATO and EU.

In addition to the focus on operations, this year’s Conference will feature Senior Leader Perspectives on the last morning: Thursday, 26 October. Senior officers from US Joint Command, SHAPE and COE’s will provide personal perspectives from their operational experience and factors they feel are important in learning from past experiences. Before Commander JALLC closes the Conference around noon, the Keynote address will be given by Lt. Gen. Phillippe Stoltz, Commander Joint Force Command Lisbon, where the audience will hear his personal perspective and views on how lessons from operations



will shape the Deployable Force structure.

Previous NATO Lessons Learned Conferences have been highly successful. This has been and continues to be principally from the large number of commands present, the inclusion of partners, who are keen to become more deeply involved with NATO LL, and the diversity of both audience and presenters that allow for an open exchange of views. With this year’s emphasis on operations to a broader Conference audience, it is hoped that there will be increased contributions of lessons through NATO, Nations, and Partners and that more and more lessons will be pushed through to implementation.

	<p><b>2011 NATO Lessons Learned Conference</b> <b>25-27 October</b> <b>Lisbon, Portugal</b></p>	
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## JALLC Member in the Spotlight



### LTC Fernando Duarte Lessons Learned Staff Officer Portuguese Air Force

LTC Duarte joined JALLC in November 2010. He supports the Production Branch as a Lessons Learned Staff Officer. Responsibilities include staffing Observations and Lessons Identified, maintaining the NATO Lessons Learned Database and the NATO Lessons Learned Portal management.

LTC Duarte joined the Portuguese Air Force in June 1980, as an air defense controller. He participated in several exercises and operations. This is his second NATO assignment, after flying NATO AWACS as Passive Detection Controller between 1999 and 2003. More recently, he took part in another NATO mission, Baltic Air Policing, playing Master Controller at CRC Kármelava (Lithuania) in November / December 2007. Before joining JALLC, he was assigned to Air Force Headquarters as Coordinator Officer of the Portuguese Air Command and Control System (POACCS).

## LL News

### A New Product – JALLC Project FactSheets

JALLC has begun producing a short summary of our completed projects called Project FactSheets, which provide a two-page overview of the main findings from each project. They are posted to the unclassified JALLC website at:

<http://www.jallc.nato.int/newsmedia/reports.asp>

### NATO Lessons Learned Handbook *Update*

The Lessons Learned Handbook has been updated and is also posted to the unclassified JALLC website.

### Upcoming LL Events

- LL Staff Officer Course in Sweden – 03–07 October 2011
- NATO LL Conference in Lisbon – 25–27 October 2011
- LL Staff Officer Course in Sweden – 21–25 November 2011

### Recent JALLC Reports

- [External Information Sharing In Counter-Piracy Operations](#) – 15 July 2011
- [Motivating Improved Contributions to the Alliance Defence Measurements—Final Report](#) – 12 August 2011
- [JALLC Food for Thought Paper—Defence Measurements: A Catalyst for Transformation](#) – 09 September 2011

Read these and other JALLC publications from the JALLC NS WAN archives at <http://www.jallc.nato.int>

## Lessons Learned Conference - Registration

Online registration for all NATO Commands, Agencies and personnel from defence structures of NATO Nations at:

<https://www.jallc.nato.int/llconf2011/>

Click on the [Apply Here](#) link at the top left section of the registration web page -

When applying—you must use your official military e-mail address (commercial emails such as hotmail and gmail are not acceptable).

After your application is validated, you will receive log in information (user id / password). Use the log in information received and complete your registration process. This will also allow you to see all the applicable documents and links to include hotel reservation information.

**REGISTER BY 1 OCT to ENSURE HOTEL RESERVATIONS**

PfP and contact countries are asked to register through the Military Cooperation Division (MCD), ACO/SHAPE. Using the Application form.

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## JATT Outreach News – ISAF LL Training

By LTC Peter Coppens NLD A

The JALLC Advisory and Training Team (JATT) was fully engaged this month with training conducted jointly with International Security Force (ISAF) staff in Kabul, Afghanistan from 10 to 15 September. The training audience consisted of approximately 50 staff officers from HQ ISAF, ISAF Joint Command (IJC), and NATO Training Mission – Afghanistan (NTM-A) and representatives from the Regional Commands. The training was a direct result of a visit in May 2011 by BG Sonneby, Commander JALLC, during which ISAF leadership identified a need for JALLC to conduct a Lessons Learned Training Needs Analysis and to structure a Training Package for the ISAF Lessons Learned Staff Officers (LLSO) and Officers of Primary Responsibility (OPR).

Upon arrival in Kabul, LTC Peter Coppens, JATT Head, met with the JALLC Permanent Representative in Afghanistan, LTC Eduard Vitalis, and with ISAF HQ Lessons Learned Chief, LTC Francesco Andreani, then conducted office calls with key ISAF HQ staff., where they presented the details of the upcoming training events.

On 10 and 11 September, training was conducted for 25 ISAF LLSOs and OPRs. The subject of the training was how to manage the LL process and specifically, the technique of making observations. The training helped to provide a common understanding of the process, to highlight individuals' roles and responsibilities therein, and also to highlight the benefits of lesson sharing. For the course exercises, the JATT had prepared real life examples from ISAF LL history. The real time relevancy greatly reinforced the training objectives to the trainees .

On 12 September, the training audience was the NTM-A



JATT Head LTC Coppens (2nd from left) and JALLC Perm-Rep LTC Vitalis (2nd from right) with members of IJC CJ7 LL Branch at Camp Eggers, Kabul.

LL community at Camp Eggers in Kabul. The training focus was on drafting observations and clarifying the roles of the LLSO and OPR. On 13 and 14 September, LTC Coppens conducted training with IJC and regional command staff members. This also included exercises tailored towards the IJC training audience.

Overall, the JATT's training support to ISAF was a great success. The training focused on key areas that ISAF LL staff can engage in to enhance their skill set and provided tailored practical exercises that enabled a clearer focus on processes and procedures. The JATT team also identified some differences in the IT platforms used by the ISAF LL team and they will make future updates to make all systems more compatible.

JATT can be reached at: [jattpoc@jallc.nato.int](mailto:jattpoc@jallc.nato.int)

## U.S. Navy Reserve Support to JALLC



by CDR Joby Higinbotham USA N

In the past year, the JALLC and the U.S. Navy Reserve have built upon their already strong partnership. The Navy Reserve has over two-hundred twenty officers and sailors serving in seven units providing support to Allied Commander Transformation. In January 2010, Navy Reserve NATO Deployable Joint Task Force (DJTF) Bravo took responsibility for US Navy Reserve collaboration with the JALLC.

Commanded by CAPT Guy Jackson, over fifty officers and sailors make up DJTF Bravo. Many unit members travel, some as far as 650 miles from their hometowns, to drill with the unit in Atlanta, Georgia. The unit is made up of a diverse group of officers and enlisted personnel with extensive active duty and reserve experience. Their background includes operational and staff experience in aviation, surface, subsurface, supply and intelligence and Major Command Staff experience. In nine months, DJTF Bravo has provided the JALLC over 150 days of support in multiple roles. Unit members have worked in the Production Branch in



US Navy Reservist Chief Robin Strom providing support to the Production Branch of JALLC in June 2011

Lisbon, including providing a crucial role in reviewing draft reports and the producing JALLC promotional materials. During Exercise STEADFAST JUNO, officers from DJTF Bravo worked with JALLC collection teams in both Stavanger, Norway and Naples, Italy. The unit has supported the Defence Output Metrics project, helped instruct the NATO Officers Lessons Learned Course in Sweden, and unit members will be in Lisbon for the Lessons Learned Conference in October. Outside of the JALLC, the unit works with other areas of ACT and the Navy Reserve. In the past year, DJTF Bravo has had 15 members on 6 to 12 month mobilization orders to ISAF and Operation Iraqi Freedom, supported two other ACT pillars, and provided exercise support to NATO.

Such support can be both short term and long term, dependent upon Reserve funding available and the Reserve members availability. Reserve personnel are required to serve a minimum of 2 weeks on Active Duty each year. But NATO DJTF Bravo team members typically can provide on average 4 to 6 weeks of active duty support each year. The unit conducts monthly training at their Reserve Center in Georgia. Members train in subjects from fundamental NATO structure and organization to more complex subjects such as Comprehensive Approach and Counterinsurgency Operations. The unit prepares for supporting NATO by attending schools and courses at NATO School Oberammergau, Germany, National Defense University in Washington, DC, Joint Forces Staff College in Norfolk, VA and other unique NATO Training locations when available.

The JALLC and Navy Reserve NATO DJTF Bravo look forward to strengthening the working relationship with the JALLC over the coming months. DJTF Bravo is prepared to support the JALLC in any capacity required.

**NATO LL CONFERENCE – 25 TO 27 OCTOBER 2011 – REGISTER BY 01 OCTOBER 2011**



# JALLC

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### NATO's Lead Agent for Joint Analysis

The Joint Analysis and Lessons Learned Centre (JALLC) is NATO's centre for performing joint analysis of operations, training, exercises and Concept Development and Experimentation, including establishing and maintaining an interactive managed Lessons Learned Database.

A proud member of Allied Command Transformation

