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## From the Commander...

I am pleased to once again be able to present an overview of JALLC activities and accomplishments. Our opening article in this edition highlights my new responsibility as the lead NATO body for the NATO Lessons Learned Staff Officer Course. JALLC, which has always been deeply involved in the execution of this highly successful course, will now oversee all aspects of it. Rest assured, it will remain a premiere venue for training NATO, National and Partner staff officers in critical thinking and organizational learning to support transformational improvement of Alliance activities. The other feature in this edition follows up on the collaborative effort between JALLC and Harvard University to investigate civil-military cooperation in the medical domain we reported on in Vol.2 Issue 5. The team has now returned from data collection in Haiti and will finish drafting the first case based thereon by February.

We have also received our Programme of Work for the first part of 2012 and are already hard at work on the first batch of analysis projects tasked therein. Interim reports are expected for the first three by March 2012. And, not to be forgotten, the JATT continues to promote the development of NATO and Nations' LL Capability. I hope you will enjoy this latest edition of the JALLC Explorer.

Peter Sonneby  
Brigadier General, Danish Air Force

## JALLC assumes responsibility for the NATO Lessons Learned Staff Officer Course

By Lt. Colonel Matias Skogseid NOR A  
Since the first iteration of the NATO Lessons Learned (LL) Staff Officers' Course in May 2009, the JALLC has contributed significantly to the course and now, as of November 2011, JALLC has assumed responsibility for it from HQ SACT.

In late 2008 JALLC identified that LL Staff Officers across NATO were undertaking complex information knowledge management and change management roles without any training, guidance, or peer support. Supporting HQ SACT, a pilot course was designed for launch in May 2009. The course was an immediate success and, like every course since, was fully booked. The course focused on the development of LL capability rather than the process itself, and the instructor team has striven to keep the course relevant, challenging, and engaging. Partner nations have always been involved in the course, with students from a number of PfP nations participating in each course. The course is hosted by the Swedish Armed Forces at their International Centre (SWEDINT) in Kungsängen in the outskirts of Stockholm. SWEDINT provides ideal facilitation and support to the 4.5 day course.

The course aims to prepare LL Staff Officers to manage and execute an organizational LL capability using the NATO LL structure, processes and tools. The course is balanced between lectures and practical activities and includes historic lessons as well as emphasis on the importance of networking and sharing lessons. The course has lecturers and mentors from both SHAPE and HQ SACT and other external speakers, but a significant portion of the contributors are civilians and officers from JALLC.

The major change that has taken place is that

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Attendees at the NATO Lessons Learned Staff Officer Course participate in a tower-building exercise designed to give student the opportunity to apply abstract learning techniques taught in the course.

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Students visit the VASA Museum in Stockholm, where they receive a lecture on the lessons learning process employed by the Swedish Navy in the wake of the 17th Century disaster, highlighting from a historical perspective that learning from our mistakes is not new.

JALLC has assumed responsibility for running the course from HQ SACT's Lesson Learned Implementation Branch, with Colonel Nick Lipscombe, JALLC Lessons Learned Analysis Branch Chief, as the new Course Director. The course will remain in SWEDINT for the foreseeable future, continuing to benefit from the superb support and the atmosphere so conducive to international learning and collaboration for which SWEDINT is so widely respected.

The course has become very popular and the number of applications always exceeds capacity. Priority is given to individuals assigned to operations and other NATO

agencies' LL formations. But many students are LL staff officers from national appointments involved in LL. To date, a total of 310 officers and civilians from 38 nations have attended the course: 67 have been students from non-NATO nations.

There will be four courses in 2012. The first will run from 27 February to 02 March and will accommodate up to 30 students. The calling letter was issued 21 November and applications are required to be submitted not later than 27 January 2012. The other courses will be conducted the weeks commencing 28 May, 27 August and 05 November.



**More information about the course can be found on the SWEDINT web page (link below).**

<http://www.forsvarsmakten.se/en/Swedish-Armed-Forces-InternationalCentre/Courses-at-SWEDINT/NATO-LL-SOC/>

## JALLC Member in the Spotlight



**Lt. Colonel Paul Handle**  
JATT Staff Officer  
Austrian Armed Forces

NATO cooperates with a range of countries (over 50 worldwide) in different partnership structures. Such cooperation includes incorporation of partner officers into NATO staffs.

LTC Handle, JALLC's first Partnership for Peace Staff Element (PSE) Staff Officer, has been at JALLC since July 2009. He has been assigned as a Project Manager for "Outreach within Allied Command Operations", a report published early May 2010 while he was already a member of the JATT. LTC Handle is trained as a Mountain Infantry Officer (15 years), but has also experience at Infantry-Brigade-level in Logistics (Deputy S4 for 5 years) and Personnel (S1 for 3 years). He has deployed with the United Nations UNDOF in 2002-03 in Israel and Syria as commander of the Edelweiss-Coy at Mount Hermon.

He acquired a lot of Lessons Learned training by attending several LL Courses in Sweden, Germany, and the United States and by visiting numerous nations (NATO and Partners). This knowledge and experience is applied to NATO courses and JATT training events.

## LL News

### Upcoming LL Events

LL Staff Officer Course in Sweden  
27 February – 02 March 2012

Joint Analyst Course at JALLC  
26–30 March 2012

LL Staff Officer Course in Sweden  
28 May – 01 June 2012

### Recent JALLC Reports

- [Shortfalls in the Crisis Response Operations Urgent Requirements Process](#) – 04 November 2011
- [Examples of Aggregate Defence Metrics](#) – 21 November 2011
- [Possible Cooperative Security Metrics](#) – 06 December 2011
- [ACO Operations Assessment Capability – Final Report](#) – 16 December 2011

FactSheets summarizing JALLC Reports can be found at:

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

Read the complete reports and other JALLC publications from the JALLC NS WAN archives at

<http://www.jallc.nato.int>

## JALLC Programme of Work 2012-1

By Lt. Colonel Matias Skogseid NOR A

The JALLC received its 2012 Programme of Work (POW) on 29 November 2011 after significant staffing was put into its development by JALLC, HQ SACT and SHAPE. This POW comprises four main elements: outreach to nations; support to NATO exercises, training and experimentation; the maintenance and sustainment of the NATO Lessons Learned Database; and, of course, analysis of known and emerging requirements.

The JALLC Advisory and Training Team (JATT) will continue to support NATO, NATO Nations, non-NATO Nations and organizations in education and training on the Lessons Learned process and on development and sustainment of LL capability. The JATT Outreach Plan 2012 will focus on a prioritized plan from HQ NATO, individual requests from Nations and organizations, and on specific Direction and Guidance from the chain of command.

For 2012 the JALLC will continue to maintain and develop the NATO LL Database and provide analysis expertise for selected NATO training, exercise and experimentation events. ISAF training and training within the framework of NATO LL Staff Officer Course are considered high priorities.

For the first 6 months of the year JALLC will plan for the execution of the Bi-SC Prioritized Analysis Requirement List, which contains 8 Analysis Requirements:

- Lessons from Operation UNIFIED PROTECTOR
- Revision of the Operation ALTHEA OPLAN
- ISAF Training / sharing of responsibilities between US and NATO
- Deliberate and Dynamic Targeting process
- Media monitoring and media analysis capability within NATO
- NATO Fuel Supply
- Arrangements with HN to support NATO-led operations
- Level of fidelity of Exercise SFJE 12 to Alliance needs

As we move into 2012 the JALLC had already taken up the first three of these ARs. Work also continues on two projects from the 2011-2 POW, the collaborative project with Harvard University on medical civil-military cooperation, and a study on sharing information with non-NATO entities. Interim and final reports for all five are expected by the end of March.

## JATT Outreach News

By Lt. Colonel Hans Postma NLD A

In December, JATT visited Spain and met with the Spanish Joint Operations Command including representatives from Army, Navy, and Air Force, the Counter-Improvised Explosive Devices (C-IED) Centre of Excellence (COE) for a workshop with the theme "Lessons Learned within C-IED". The JATT then visited France for a meeting with representatives from Joint level and the Army's LL branch, *Division Recherche et retour d'Expérience*, and Slovenia's Doctrine, Development, Education and Training Command and Force Command to meet key LL personnel. All of these outreach visits served to promote the NATO LL Capability and to be informed about these nations' LL capability while providing an opportunity to discuss future cooperation.

For January 2012, the JATT is scheduled to visit the Combined Joint Operations from the Sea COE, the Cooperative Cyber Defence COE, NATO School Oberammergau and Military Engineering COE. A LLSO training session is scheduled in Bosnia Herzegovina from 06–10 February 2012.



JATT Head LTC Postma (2nd from left) and JATT Staff Officer LTC Handle (2nd from right) with members of the Slovenian Doctrine, Development, Education and Training Command and Force Command in Maribor, Slovenia.

*The JATT welcomes contact and requests for support from you, your unit or nation.*

*We can be contacted via the JATT post-box address:*

[jattpoc@jallc.nato.int](mailto:jattpoc@jallc.nato.int)

## Military Health Care Engagement Project Update

# Haiti Case Study

### Joint Study with Harvard University nears completion of first milestone

by Lt. Commander. André Thouvenel FRA N

A joint team from Harvard University's Department of Global Health and Social Medicine, Harvard Humanitarian Initiative and JALLC deployed to Haiti in December under the framework of the ongoing project on Military Health Care Engagement. Haiti represents the first case study of this analysis project that aims to identify options and limitations for comprehensive civil-military reconstruction and stabilization efforts with a focus on health care.

Almost two years after the 12 January 2010 earthquake and more than one year after the outbreak of cholera, the joint team had the opportunity to collect data in Port-au-Prince, Léogane, and Mirebelais, through interviews of key actors involved in the response to the disaster, in particular Haitian authorities from the Ministry of Health, civilian and military staff members of the UN Stabilization Mission in Haiti (MINUSTAH), UN Agencies, numerous NGOs, and representatives from a number of embassies.



The Joint Team meets visits a displaced persons camp operated by the International Organization for Migration in Port-au-Prince.



Downtown Port-au-Prince: two years later and signs of the earthquake can be seen everywhere.

All persons visited willingly collaborated with the joint team and thereby enabled the team to better understand the military role in humanitarian assistance and disaster relief from the context of the response to the earthquake in Haiti and continuing development work in that country. The team was able to identify the existing and developing civil-military coordination mechanisms during the response, and also to investigate the underlying relationship between Health and Security.

The fruitful meetings and contacts also enabled the joint team to gain an overview on the role that new technologies played or could play for need assessment and disaster monitoring and to identify future areas where militaries could better support civilian efforts through engagement in the civilian health care sector.

The study expects to provide policy makers with options for, and to identify potential limitations regarding, how to use military capabilities in concert with a comprehensive international effort. The partnership between Harvard University and JALLC ensures that the team can approach the project from civilian and military perspectives and backgrounds equally. Thus it is expected that the findings of this Haitian case study, to be released in early February, will be relevant and acceptable to both civilian and military audiences.



## 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

