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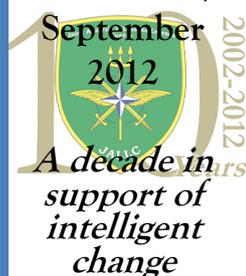
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JALLC 10th Anniversary



From the Commander...

Greetings. It is my pleasure to present this edition of the JALLC Explorer which focuses on JALLC's outreach and training activities. Much progress has been made in recent years by the Alliance towards setting a lessons learned capability in place, with JALLC playing a key mentoring role in these activities. Our lead articles detail the efforts of the JALLC Advisory and Training Team (JATT) in building a Lessons Learned capability across NATO bodies and nations. In that regard, I find encouraging that the new NATO Lessons Learned Policy releasable to partners has been approved by Council and I am looking forward to this being implemented full scale. In our last edition of the Explorer, you read about the NATO Lessons Learned Staff Officer Course run at the Swedish Armed Forces International Centre (SWEDINT). In this edition, we feature the JALLC's own Joint Analysis Course offered twice a year to JALLC staff and on a space available basis to external NATO bodies and nations. As we approach our 10th anniversary in September, and indeed right through to the end of this year, there will commemorative events and publications that will be announced on our website. Enjoy.

Peter Sonneby
Brigadier General, Danish Air Force

Building a Lessons Learned Capability

By Andrew Eden, JATT Team Member

A Lessons Learned Capability facilitates organizational learning and maximizes the exploitation of corporate knowledge. NATO staff officer rotations on operations and in NCS and NFS billets can work against improving perfor-



mance and retaining corporate knowledge on how NATO does business. We often re-learn old lessons: on operations this costs lives needlessly. To capture knowledge and, where necessary, to change the way we do business, we need a Lessons Learned Capability: a suite of resources which, together, can manage positive change and retain important knowledge and experience.

The NATO Lessons Learned Capability envisages several key elements. Strong **Leadership** direction and a positive **Mindset** across

an organization are the foundation. A defined and workable Lessons Learned **Process**, a **Structure** within which stakeholders can clearly identify their roles and responsibilities, and adequate **Tools** to support the staffing, storing, searching and sharing of observations and lessons all support information sharing and organizational learning. Leadership and Mindset are core strengths within an organization which require long-term influence, but which have a striking effect on the outcome of LL. LL Process should align to the NATO LL Policy, the Bi-SC Directive 80-6 Lessons Learned, and the ACT and ACO Directives Lessons Learned. Most importantly, any process requires leadership engagement to manage change and foster improvement. In terms of Structure, JALLC has recommended for some time the necessity of a robust LL presence in an organization, that is supported with adequate manpower and training. These capability components can, finally, be supported by a suite of IT tools: but a LL process cannot succeed by the provision of a database alone. Lessons shared are not lessons learned.

The **JALLC Advisory and Training Team (JATT)** was established in early 2010 and aims to assist NATO, Nations and other organizations to enhance their Lessons Learned Capability for the benefit of the Alliance. To date the JATT has visited most NATO Nations, many Partner Nations, and conducted two training deployments to ISAF.

The JATT has developed a three-stage ap-

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proach to outreach, comprising an **Initial Assessment** and a follow-on phase of **Focused Engagement** including training events and close support, culminating in a less engaged **Monitoring and Mentoring** phase. Initial Assessment may comprise a short visit contacting national LL stakeholders at the Service, Joint and MoD level. A Focused Engagement visit may comprise a slightly longer engagement including a training event to consolidate LL understanding, including analysis training, to a large audience. Monitoring and Mentoring is more remote, and maintains information-sharing contact.

The JATT offers advice on the development of Lessons Learned Capability **Processes** and **Structures**, the implementation of various lesson gathering, staffing and sharing **Tools**, and analysis training. Where the JATT has been requested to facilitate LL training or workshops within the NATO Command or Force Structure, or on behalf of Nations, we encourage multi-organizational or multinational attendance. This **Regional Approach** to outreach allows us to enhance regional lesson sharing while minimizing costs. We hope this will develop a strong information-sharing relationship within NATO and between NATO, Nations and other organizations.

JALLC Member in the Spotlight



**Lt. Colonel
Hans Postma**
Royal Netherlands Army
JATT Team Leader

LTC Postma has served in the Royal Netherlands Army since 1987. As a Signals Officer, he served in various Signal units, in both national and international material command units to design, develop, test and field C2 systems and as a brigade CIS Officer.

He was posted as a military analyst to JALLC in September 2010.

He has been assigned as a Project Manager for "Shortfalls in Crisis Response Operations Urgent Requirements (CUR) Process", a report published early November 2011.

Following this project, LTC Postma became the JALLC Advisory and Training Team (JATT) team leader. LTC Postma will be posted as Exchange Officer for the Netherlands to the US Department of the Army Headquarters / G6 in September 2012.

Lessons Learned News

NATO LESSONS LEARNED CONFERENCE 2012

23–25 OCTOBER 2012

PORTUGUESE MILITARY
ACADEMY, AMADORA

LISBON, PORTUGAL

**LEARNING FROM THE
PAST/PREPARING FOR THE
FUTURE**

A New Product – JALLC Overview Booklet

JALLC has produced a short overview of its history, structure, mission and activities, which can be found at:

<http://workspace.jallc.nato.int/JALLC/default.aspx>

Joint Analysis Handbook Update

Since 2005, the Joint Analysis Handbook has supported JALLC internal activities and been used widely across NATO. We are currently updating the handbook—the 4th Edition will be available later this year.

Upcoming LL Events

LL Staff Officer Course at SWEDINT: 27–31 August 2012

Joint Analyst Course at JALLC: 10–14 September 2012

NATO LL Conference 2012 in Lisbon:
23–25 October 2012

Recent JALLC Reports

- **Operation ALTHEA Analysis of EUFOR C2 Architecture** – 27 February 2012
- **OUP – Lessons for the Alliance** – 23 February 2011
- **OUP – Lessons from National Military Perspectives** – 27 February 2012

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>

The JALLC Joint Analysis Course

By Lt. Colonel Peter Coppens NLD A

The requirement for training JALLC's analysts was identified in 2005. The current course is taught in-house at JALLC over one week, using JALLC staff. Training is scheduled to coincide with rotation cycles, occurring in September and April.

The maximum number of 12 students is dictated by the capacity of JALLC's facilities. When rotation numbers do not reach 12 the JALLC invites external candidates to augment the course, initially from ACT and JWC, later also from NCS, NATO Nations and Partner Nations. The JALLC Advisory and Training Team (JATT) activities and the success of the NATO Lessons Learned Staff Officers Course (NATO LLSOC) provided a natural growth in demand, outstripping the spatial availability of the JALLC. Different options have been examined to increase the number of participants in order to honour this genuine demand, but none of the options proved to be sustainable for the JALLC, so for future courses the maximum will be kept at 12. External candidates are selected based on Outreach priorities and the pre-condition of having attended the NATO LLSOC.



The JALLC Joint Analysis Course participants during the JALLC Joint Analysis Course

For the most recent course only, which ran from 26 to 30 March 2012, the attendance was increased to 20 in order to clear a backlog of expectations; 6 internal and 14 external participants.

This Joint Analysis Course requires the use of all possible meeting rooms at the JALLC and commitment of two Operational Analysts, plus the Editor, three JALLC staff officers and at least two contractors.

During the last course, the Final Project, which focused on real life JALLC issues, relied on several JALLC staff acting as role-players, based at JALLC. Preparation for this course has taken several months. The used selection criteria created a high entry level for the external participants which in return upped the challenge for the instructors. Evaluation results overwhelmingly show that the Joint Analysis Course has delivered practical and useful skills.

NATO Lessons Learned Database Update Project

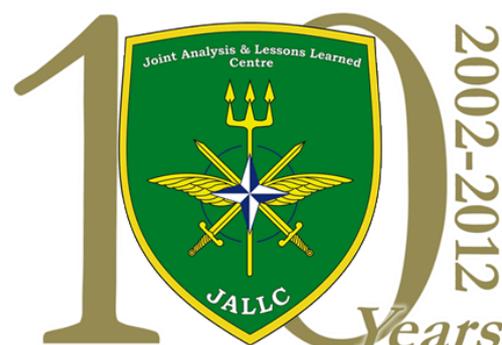
By LTC Blake Nash CAN A

[The JALLC's Internet Lessons Learned Database \(LLDb\)](#) was created in 2005 as a tool to coordinate the staffing of NATO operational and exercise lessons in a central, accessible location and to facilitate the archiving of these lessons. The database comprises Observations, Lessons Identified and Lessons Learned. These data are submitted by users from across NATO and updated to reflect their status.

In 2011, [the NATO Lessons Learned Portal](#) Prototype was developed. This was born from the apparent need for sharing lessons learned within and outside the Lessons Learned Community, among the NATO nations, Partnership for Peace countries and other partners. It was developed as a web based gateway to the NATO LLDb and has proven that further efforts to improve it and to integrate the LLDb functionalities are warranted.

Since early this year a NATO Lessons Learned Portal development project has been underway. It's mandate is two-fold, improve and integrate the Managed LLDb

into the *Sharepoint* based Portal, as well as improving the NATO Lessons Learned Portal capabilities and overall user friendliness. JALLC's aim is present the New NATO Lessons Learned Portal at the NATO Lessons Learned Conference in October.



...IN SUPPORT OF INTELLIGENT
CHANGE

Collaborating with NATO Defense College

JALLC contributes to NDC's the AU-NATO Symposium



The author presents the JALLC paper to fellow academics at the workshop held at ISS (left). The panel of presenters at the Symposium (right). Photos courtesy of ISS.

By Mr. Chuck Ridgway NATO CIV

For the past several years, JALLC has cultivated a good working relationship with NDC through mutual visits and exchanges with this fellow NATO research institution. Late in 2011 JALLC was invited to participate directly in the NDC Research Division's project called "AU-NATO Relations: Implications and Prospects". JALLC submitted a paper on the sub-topic of "Developing Practical Interfaces" that explores the idea of LL Capability development as a promising working level interface between NATO and the AU.

NATO has arguably the most mature LL Capability among major international organizations and JALLC's Outreach activity is all about LL Capability development. Furthermore, JALLC has a history of LL Capability development engagement with the AU (see [JALLC Explorer Vol 2 Issue 1](#) and JWC's [The Three Swords Issue 11](#)). Such engagement has been greatly appreciated by AU leadership and can be done effectively with relatively few resources. Thus, outreach in this area is highly appropriate as a practical interface that can strengthen NATO-AU working level relationships.

The NDC research project culminated in a symposium

held in Addis Ababa, Ethiopia in March 2012, co-hosted by NDC and the [Institute for Security Studies in Africa](#). The first day was a workshop where each author presented their papers in a peer review session. Interestingly, JALLC was the only NATO body to submit; other papers came from academia and focused on political level relations.

The second day was a symposium attended by nearly 200 representatives of the diplomatic, NGO, and security community stationed in Addis Ababa, who listened attentively to the speeches delivered by the Commandant of NDC, the Deputy Commander of Allied Joint Force Command Lisbon (responsible for [NATO's staff capacity building mission to the AU](#)) and a number of notable academics from African, European, and North American universities and research centres.

Participation in this NDC research project gave JALLC the opportunity to examine one aspect of the value of its LL outreach activities while contributing to NATO's academic efforts to further its comprehensive approach with another major international organization. All papers submitted, including JALLC's, will be published by NDC in a forum paper expected in the coming weeks.



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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

