

CUSTOMER ENGAGEMENT

JPA is most successful when there is effective engagement with the customer of the analysis. The JALLC encourages active participation by the customer throughout the JPA process in order to deliver the highest possible quality of analysis in support of NATO.

The JALLC is tasked twice a year by the Bi-Strategic Commands. Analysis spans NATO's operations, exercises and experimentation. On receipt of analysis tasking, the JALLC Plans & Programming Branch will liaise directly with the identified customer to clarify the Analysis Requirement prior to issuing a Project Mandate which marks the start of the analysis project.

Once the project has started the project manager will contact the customer to discuss the analysis requirement, agree analysis objectives and the project timeline.

JALLC projects each have a dedicated SharePoint Workspace which contains project information and documentation. The customer and main stakeholders will be granted access to the project workspace which contains key project information and related documentation.

To ensure appropriate representation and transparency during a project, customers will be invited to participate in Project Management Board meetings (either by VTC or in person). It is during these boards that project progress, planning and ongoing validation is conducted.

JPA OVERVIEW

The JALLC has developed the JALLC Project Approach (JPA) to ensure the effective management and delivery of military analysis projects. JPA is an adaptation of PRINCE2 (PRojects IN a Controlled Environment) project management methodology.

JPA incorporates many of the principles, themes and elements of PRINCE2 and represents a bespoke project approach to reflect specific requirements of the JALLC and the unique nature of military joint analysis. JPA identifies seven distinct stages within the process each with defined activities, deliverables and tolerances.

JPA defines a bespoke process model incorporating stage flowcharts, supporting document templates and the use of collaborative workspace domains based upon Microsoft SharePoint application.

JPA is focused on the delivery of products to a defined AR. JPA is therefore intended to ensure that JALLC analysis products are more relevant and of greater utility to the customer, stakeholders and the wider transformation effort within the Alliance.

If you would like to know more about JPA please visit the JALLC website and follow the link to the JPA Resource Page.

JALLC

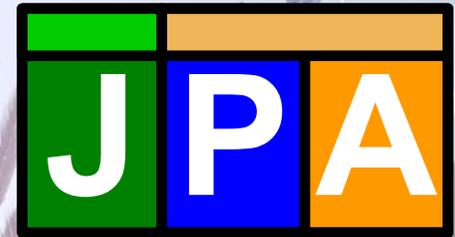
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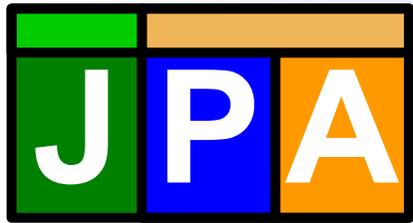
<http://www.jallc.nato.int>



JALLC Project Approach

Joint Analysis and
Lessons Learned Centre

NATO's Lead Agent for Joint Analysis



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

JALLC PROJECT APPROACH (JPA)

DIRECTING PROJECT

Directing a project is executed using Project Management Boards (PMBs) that occur between stages. The PMB is the key decision-making forum at which project performance is reviewed, and direction and guidance for the subsequent stage is provided. Commander JALLC is the PMB Executive and retains ultimate decision authority.

STARTING UP

A project will formally start by issuing the Project Mandate. The main focus during this stage is the development of the Project Brief which is used by the Project Board to validate the Business Case for committing JALLC resources to a project.

INITIATING PROJECT

The IP Stage lays the foundations to ensure a successful outcome for the project and it is during this stage that most of the project planning is conducted. The key product of this stage is the Project Initiation Document (PID) which acts as the baseline document for the entire project.

DATA COLLECTION

It is during this stage that the Data Collection Plan is executed by the project team. Project Teams usually deploy from the JALLC during this stage to collect data. Data is typically collected through a combination of interviews, observations and research of key documentation.

DATA ANALYSIS

Having collected data the project team, supported by an assigned Operational Research Analyst (ORA), will conduct a detailed analysis of the collected data. The team will develop the outline structure of the analysis report in this stage.

COORDINATING DRAFT

Most of the drafting of the analysis report takes place during this stage. A Coordinating Draft will be released to external stakeholders at the end of the stage. Stakeholders will be invited to provide comment ahead of drafting the final report.

FINAL REPORT

External stakeholder comments to the Coordinating Draft will be reviewed and the analysis report will be finalised for formal release by Commander JALLC.

CLOSING PROJECT

The project team will produce an End Project Report and the project will be brought to a controlled close.

