



Joint Analysis and Lessons Learned Centre
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FINAL REPORT - LESSONS LEARNED CONFERENCE
LISBON, PORTUGAL 24/26 OCTOBER 2006

1. **Introduction:** The Joint Analysis and Lessons Learned Centre hosted the Lessons Learned Conference in Lisbon, Portugal from 24 to 26 October 2006. The aim of the conference was to enhance the understanding and responsibilities of all concerned in the Lessons Learned (LL) process. The roles and responsibilities of NATO and national organisations in the NATO LL process were discussed and technological and conceptual improvements made or in development since last year's conference were presented. For the first time, this year's conference also offered a review of current operational lessons and issues in a separate seminar.

2. **Attendees:** 140 persons from 59 NATO and national commands and agencies attended the conference. In addition to the representatives from the NATO Strategic HQs and Joint Commands, participants came from:

- Five NATO Component Commands,
- JWC and NATO School Oberammergau,
- One CAOC,
- Four ministries of defence,
- 13 national general/joint staffs,
- 10 NATO operations or high readiness headquarters,
- Six national operational headquarters,
- Five Centres of Excellence and,
- Eight national LL or Doctrine centres.

This provided a superb audience and a wide base for discussing and developing the NATO LL process.

3. **Final Agenda:** The topics covered during the course of the conference were:

Tuesday, 24 October:

- Opening Remarks by BGen Mehmet Çetin, JALLC Director
- Keynote Speaker: LGen James Soligan – SACT DCOS-Transformation
- ACO Role in the LL Process (COL Akkoc – SHAPE J7 TTX)
- ACT Update on LL Process (COL Selleck & CDR Ribeiro – SACT JET)
- The JWC Role in the NATO LL Process (BGen Ruhlman-JWC COS)
- ACT Operational Analysis Process (Dr De Nijs – SACT OA Support)
- Analysis and Roles of J7s (LTC Vagn Kristensen – JFC Brunssum J7)
- Analysis Requirement List (ARL) (Mr John Redmayne – JALLC PORA)

- Network of Networks and Training (COL Watkin – JALLC LL/Analysis Div Head)

Wednesday, 25 October

LL Stakeholders:

- NSA Transformation (COL Bauer – NSA Branch C)
- Changes to the LLDb (Mr Andrew Eden – JALLC Prod. Branch)
- Joint Analysis Handbook (Mr John Redmayne – JALLC PORA)
- COE-DAT (CDR Tamer Ünver – COE-DAT LL Chief)
- Syndicate Work

Operations Stakeholders:

- Effect Based Approach to Operations (EBAO) Scene Setter (ACT/CAPT Chevallereau)
- EBAO in NTM-I and ACT (CDR Grambo – ACT)
- KFOR Theatre Lessons Learned (LTC Kozma – KFOR)
- Pakistan Lessons Learned (LTC Sergey – JC Lisbon)
- Cross Theatre Lessons Learned (LTC Schwaibold – JALLC)
- ISAF Theatre Lessons Learned (MAJ Radwell – ISAF)
- NATO Planning Process (Mr Brian Lovatt – SHAPE)
- NTM-I Theatre Lessons Learned (MAJ Dankowski – JALLC)

Thursday, 26 October

- Canadian Forces LL Process (MAJ Jeff Fletcher)
- Syndicate Working Groups Presentation (summarized below)
- Closing Remarks by BGen Çetin, JALLC Director

The Powerpoint files for all presentations are available on the JALLC websites (all documents on NS WAN and unclassified on UNCLAS) at this address:

NS WAN:

<http://www.jallc.nato.int/NATOWide/Ongoing/Events/Lessons%20Learned%20Conference%202006/>

UNCLAS:

<http://www.jallc.nato.int/ongoing/llconference2006/>

For those without NS WAN access, classified briefings may be obtained by contacting JALLC Registry Branch (jallc007@jallc.nato.int).

4. Syndicate Work: During the conference, attendees were broken into groups to evaluate the evolving documents and tools of the LL Process. Below is a summary of each group's findings.

Syndicate One – Analysis Requirements List:

Results of Discussion:

- The ARL is needed.
- It must be able to capture all issues, particularly Commanders' emerging requirements, and issues pushed by in-theatre teams.
- Should consider how nations prioritise and focus their analysis efforts, such as through after action reviews, embedded LL Cells and collection and analysis teams.

Syndicate Two – LL Guide to Directive

The coming LL Directive needs to do the following:

- Describe both Adaptive and Deliberate sub-processes.
- Clearly define responsibility, authority, accountability and feedback expected by all NATO bodies on all processes.
- Provide specific guidance to NATO bodies on how to manage their internal LL processes and their interaction with the NATO wide process.
- No need for a JJJ / JALLC specific Annex.
- Precise wording in order to avoid confusion, especially “endorsement”, “validation” and the terms used to identify steps in the process (Observation, Lesson Identified, Lesson Learned)
- Enforce the final product.

Syndicate Three – Lessons Learned Database

Good Features:

- Good functionality.
- ARL linkage.
- Attachments add volume to Observations.

Less Good Features:

- NU & NS LLDbs duplicating effort, unclear Main Effort: a common problem amongst Db?
- Availability (or lack thereof) of NS-WAN amongst Nations;
- NU LLDb entries may be too watered down to be of much use.

Suggestions:

- NU LLDb should have a different, distinct purpose: tactical LL, Unclassified LL e.g. ‘Green Players’;
- Tagging should be done by central, trained point of contact for commonality;
- Tagging of Observations with Military Tasks for Interoperability;
- JALLC staffing could involve tagging, cross-referencing & bibliography, networking;
- Subscriber groups could be linked with tagged Obs groups;
- Timeout for Db password validity;
- Nations are given visibility of other users of LLDb from their nation;
- Use Links navigation key to access directory of other LL organisations, including non-military: LLDb acting as a node, ‘networking the networks’.
- Staff may need training on using Db.

5. Summary of Keynote Speaker’s Remarks (Lieutenant General Soligan):

Lessons Learned is a critical lynchpin in Transformation that requires looking closely at what we do in order to make change. Looking at Lessons Learned, we see that the collection level is working, but at strategic level, actually driving change is not working as well.

The goal of LL is for nations to change such that they become more interoperable, with the result that the Alliance is more capable than the individual nations. It is less a question of how do we get better and more one of how do we work better together. This matters, because NATO will never operate alone, always with others, and thus NATO standards become global standards. And it matters because we have to become as adaptable as our current enemies.

NATO is becoming not just more joint, but increasingly working with non-alliance and even non-military partners. We are gaining lots of operational experience, but we are also finding it more difficult than expected. Driving the needed change is a big challenge that will require more engagement from SC level to get the right message above strategic level and out to the nations.

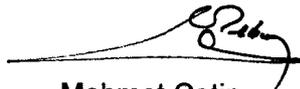
How will we know when we are doing a good job? When Commanders request LL support. That will show that we are making real improvement in NATO training and capabilities.

6. Conclusion:

JALLC judges the conference to have been a success. The large number of commands present and the diversity of both audience and presenters allowed for an open exchange on the LL Process across NATO and beyond. The challenge now is to get everyone involved and actively contributing, pushing lessons through to implementation. Critical to achieving this are:

- Increasing the level of participation in the Lessons Learned Process throughout NATO and expanding the use of networking by key players.
- Implementing the Analysis Requirements List,
- Making the Guide into a Directive that clearly defines all NATO bodies' roles and responsibilities in making Lessons Identified become Lessons Learned.

The JALLC Director, Operations Branch and Production Branch staff wish to thank all participants who attended the conference. Your interest and engagement in helping to improve the NATO LL Process is necessary and appreciated. Please keep the communication between our various organizations open and do not hesitate to contact the JALLC.



Mehmet Çetin
Brigadier General, TUR A
Director JALLC