



Joint Analysis and Lessons Learned Centre
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FINAL REPORT - LESSONS LEARNED CONFERENCE

LISBON, PORTUGAL 23 – 25 OCTOBER 2007

1. Introduction

The Joint Analysis and Lessons Learned Centre hosted the Lessons Learned Conference in Lisbon, Portugal from 23 to 25 October 2007. The aim of the conference was to provide a forum for the reciprocal exchange of ideas and experiences in the area of lessons learned.

Given the role of the lessons learned process and community as a stimulus to the development of best practice, ACT, with direct cooperation from ACO, must ensure that the NATO lessons learned process itself evolves based on such ideas and experiences. This conference succeeded in providing a platform for defining that evolution.

The roles and responsibilities of NATO and national organisations in the NATO LL process were discussed, with particular focus on the practical implementation of the recently approved Bi-SC Directive 80-6 for Lessons Learned.

Further, technological and conceptual improvements made or in development since last year's conference, such as the recent improvements to the NATO Lessons Learned Database and the third edition of the Joint Analysis Handbook, were presented.

For the first time, this year's conference also offered a panel discussion showcasing four NATO command and force structure HQ's internal LL processes and how their processes interact with the NATO-wide LL Process.

2. Attendees

140 persons from 24 NATO nations representing 90 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:

- Four NATO Component Commands,
- JWC and JFTC,
- Two CAOCs,
- 10 NATO operations or high readiness headquarters,
- Five ministries of defence,
- 18 national general/joint staffs,
- 13 national operational/component headquarters,

- Seven Centres of Excellence and,
- Ten national LL or Doctrine centres.

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

3. Agenda

The topics covered during the course of the conference were:

Tuesday, 23 October:

- Opening Remarks by BG Jørgen Hansen-Nord, JALLC Director
- ACT Implementation of new Bi-SC LL Directive (SACT JET – LTC Poul Soegaard)
- ACO Implementation of new Bi-SC LL Directive (ACO J7/TTX – COL Ender Uysal)
- Capturing the experience and translate to the LLDb (JALLC – Mr Andrew Eden)
- Definition of Analysis Requirement (AR) and AR List (JALLC – Ms Jacqueline Eaton)
- Crafting a good AR (JALLC – Mr Marvin Thordsen)
- Analyst Training (JALLC – LCDR Geoffrey Everts)
- LL Management Post-Approval (SACT JET – LTC Poul Soegaard)
- JWC Role in the NATO LL Process (JWC – LTC Charles Engel & Mr Paul Sewell)

Wednesday, 24 October

Panel Discussions with:

JFC Brunssum J7 LL Branch– CDR s.g. Vagn Kristiansen

JC Lisbon J7 – LTC Ricardo

CC-Mar Naples N7 LL – CDR Joerg Modey

NRDC-TU G5 – LTC Jorn Jakschik

- **Discussion Topic 1:** Internal LL Process Implementation
- **Discussion Topic 2:** Linking LL Across the Organisation: Upholding the Principles of the LL Process
- US LL and Operational Analysis and Collection Processes (COL Richard Fenoli, US Joint Staff J7 and CDR Ben Salazar, USJFCOM/JCOA)

Thursday, 25 October

- NATO LLDb Improvements (JALLC – Mr Andrew Eden)
- How to read a JALLC Analysis Report (JALLC – Mr Charles Ridgway)
- Observation Collection Programme (OCP) (JALLC – Mr John Redmayne)
- Joint Analysis Handbook (JALLC – Ms Jacqueline Eaton)
- Key Note Address by Lt Gen James Soligan, DCOS-Transformation, ACT
- Closing Remarks by BG Jørgen Hansen-Nord, JALLC Director

The PowerPoint files for all presentations are available on the JALLC websites at these addresses:

NS WAN:

<http://nww.jallc.nato.int/NATOWide/llconfCD/2007/index.htm>

UNCLAS:

<http://www.jallc.nato.int/Documents/LLC2007/>

4. Summary of Keynote Speaker's Remarks (Lt Gen James Soligan, ACT DCOS-Transformation)

Lessons Learned is an attitude; a state of mind and this is becoming ever more evident. The MC is committed to the LL Process, and is close to agreeing the policy document required to support the Bi-SC Directive. CHODs are also committed to the NATO LL Process.

NATO increasingly operates with partners. In the future, we will no longer act in isolation; instead we will include PFP, Mediterranean Dialogue, ICI and Contact Nations. And increasingly, a comprehensive approach is needed to include the non-military actors. There are 2600 NGOs in Afghanistan. We need to be asking the question whether we are supporting these organisations adequately and providing the right tools to allow the partner nations to operate effectively with NATO. We need to be able to pass on our experience.

It is hard to convert a LI into a LL. We are trying to institutionalise change by changing policy, doctrine, organisation and training. ACT is worried about the same things that COMISAF is worried about; such as fratricide: What do we need to do to fix this problem across the 26 NATO nations in the DOTMLPF-I categories? The LL process is the key part of this change procedure.

HQ SACT assumes that the local commanders are fixing the elements of LL appropriate to their level and below. In fact, turning LIs into LLs is a success story at the command level. HQ SACT will try address issues at the political /strategic policy level. But we also need to influence what is happening in the Nations in order to improve and fix problems by influencing national training, doctrine, organisation, procurement. We must ensure that the relevant NATO policy is changed in order to institutionalise such improvements.

HQ SACT will work with NATO HQ, ACO, NSA, the nations and others in order to address the problems at the policy, doctrine and macro- and cross-organisation level.

Defence Requirements Review establishes a Level of Ambition of two MJOs and two SJOs concurrently, but the DRR focuses mainly on materiel. We also need to look at our TTPs, training, and organisation in order to improve our processes. All of these issues can be improved by a robust LL program and by looking at future NATO capabilities—not at how we buy new equipment, but how can we bring about improved used of current technologies and information.

In implementing the Bi-SC LL Directive, ACT will address the need to reorganise internally to be able to fulfil the requirements laid down in the Directive. We are doing this as an element of the ongoing PE-Review. We also need JALLC to work with the J(F)Cs in order to help them capture applicable internal LLs and enter them into the NATO LL database.

Gen Soligan concluded by stating he is convinced that the people at the top have the desire for effective change but that we need to make sure all levels in the organisation are committed to the process.

5. Conclusion

General Soligan's remarks and the discussions that arose from the panels drove home the point that both NATO and national commands are doing well on their internal collection of lessons identified and on implementing remedial action when within their power to do so. However, there is significant room for improvement when it comes to sharing lessons externally and in coordinating remedial actions that require the involvement of more than one body or level of command. This is where NATO led by the transformation directorate at ACT and in close cooperation with SHAPE J7 TTX Branch, needs to focus its effort.

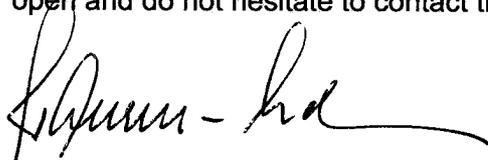
The Bi-SC LL Directive serves as a good starting point for this focus for Bi-SC bodies. This document designates the NATO LLDb as the management tool for sharing and staffing lessons. It is therefore encouraging that one result of the conference was the clarification that this directive does authorise the commanders of all Bi-SC bodies to contribute directly to the LLDb.

The upcoming NATO Policy on LL should provide the groundwork needed to better involve non-Bi-SC bodies and national entities in the process.

JALLC considers 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 of views on the LL Process across NATO and beyond. The challenge now is to keep everyone involved and actively contributing, pushing lessons through to implementation. Critical to achieving this is increasing the level of participation in the Lessons Learned Process throughout NATO and expanding the use of networking by key players.

The Bi-SC LL Directive clearly defines all NATO bodies' roles and responsibilities in making Lessons Identified become Lessons Learned. It is time to begin making this process achieve real improvement in our alliance.

The JALLC wishes 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.



J. HANSEN-NORD
Brigadier General, Danish Army
Director JALLC