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## From the Commander...

*It is with pleasure that we bring you this first issue of The Explorer, our new JALLC Newsletter. Since I took over command of the JALLC six months ago, we have been very busy in a wide variety of activities. It is my intent to use this newsletter to keep the NATO and Lessons Learned Community apprised of those recent and upcoming activities of interest to you. This issue focuses on JALLC's ongoing support to ISAF and announces the LL Portal and the NATO LL Handbook. In our next edition we will review the NATO Lessons Learned Conference that will be held later this month and preview the JALLC 2011 Programme of Work. I hope you find this newsletter useful and interesting. We welcome any and all feedback.*

Peter Sonneby  
Brigadier General, Danish Air Force

## Special Feature: JALLC Support to ISAF

### JALLC's Ongoing Work in ISAF

By Lt Cdr David Noon GBR N

Predictably, ISAF remains the main focus for the JALLC effort and we continue to support the mission across a wide range of analysis projects and training events. Below is a snapshot of recent JALLC support to COMISAF.

#### *Support to NATO SCR Report on Comprehensive Approach Lessons from Afghanistan*

The Secretary General requested that the NATO Senior Civilian Representative in Afghanistan provide a concise report on lessons learned in Afghanistan relevant to the develop-

ment of NATO's contribution to a comprehensive approach. In mid 2010, the JALLC deployed an Operational Research Analyst to HQ ISAF to help prepare this report, which was subsequently enthusiastically received by the NATO Secretary General.

#### *ISAF Command and Control*

The JALLC, in conjunction with the C2 CoE, deployed to ISAF in order to provide a report on the overlaps and duplication of efforts across the newly implemented ISAF C2 structure. The report was released in September 2010.

#### *Military Support to Stabilization Activity and Reconstruction Efforts (S&R)*

Tasked by the International Military Staff, the JALLC provided in January 2010 input on the status of capturing LLs related to military support to S&R.

#### *ISAF Economic Footprint*

The JALLC supported International Staff project mapping the economic effect of ISAF on the Afghan economy.

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### JALLC's Permanent Representative in HQ ISAF



The JALLC Permanent Representative in HQ ISAF, LTC Kesoplous

By LTC D. Kesopoulos GRC A

The JALLC maintains a permanent representative in Afghanistan with the appointment of an officer deployed to HQ ISAF on a three-month rotation. He is the main conduit for the coordination of all JALLC visits to theatre. He regularly briefs the ISAF Command Group on JALLC project progress and provides support to the ISAF Lessons Learned process.

The main Tasks of the JALLC Rep in ISAF are:

- Provide analysis support to ISAF HQ Staff with reach back to JALLC.
- Cooperate with ISAF LL & TRG regarding all LL topics including the NATO LL Database for the advantage of the in-theatre LL process, as well as to other branches in ISAF HQ, IJC HQ, NTM-A.
- Establish contacts to other agencies such as the Combined Security and Transition Command

(Continued on page 2)

## JALLC Support to ISAF

*(Continued from page 1)*

Preliminary data and survey results were published in July 2010.

### *ISAF-Related Influence and Communications Activity*

This report seeks to contribute to the development of Strategic Communication within NATO and improve ISAF military influence and communication activities. Report released November 2009.

### *Afghan National Army Lessons Learned Capability Development*

From February to June 2009, the JALLC embedded a LL SME within the Combined Training Advisory Group to provide support to the ANA Training Command and the ANA Lessons Learned Centre (ALLC). Main achievements were a refresh of the ANA LL process and initial development of the ALLC.

### *ISAF Pre-Deployment Training*

JALLC Training and Exercises Branch provides support to ISAF Pre Deployment Training (PDT). During 2010, the JALLC supported the Mission Rehearsal Training events for HQ ISAF, IJC, the RCs, the Individual Augmentee Course, the ISAF Intelligence Orientation Course and ISAF PRT Course. The resulting reports provide recommendations to improve the training of personnel about to deploy to key staff positions in the new ISAF Command Structure and how to improve attendance at Training Events.

– Afghanistan (CSTC-A) and the Joint Center for Operation Analysis (JCOA) in order to synergize in-theatre LL process and to benefit from their resources and experience for JALLC projects.

- Prepare the deployment of JALLC Analysis Teams: administration (flights, transportation, in-processing, IT support, etc) and project related topics (e.g. search for possible locations for data collection, schedule for interview partners, in-theater transportation).

During my tour in ISAF from May to September 2010, I tried to contribute to making some progress in the HQ's Lessons Learned process and to provide JALLC as much support as I could. There always is a lot to be done. I believe having a JALLC SO permanently in HQ ISAF adds value to ISAF's Lessons Learned programme and greatly assists JALLC's Analysis Teams.

## JALLC Member in the Spotlight

### LTC Dimitrios Kesopoulos Greek Army



LTC Kesopoulos has been an Analyst Officer for CIS at JALLC since January 2008. LTC Kesopoulos, who hails from Thessaloniki, Greece, has served in the Greek Army since 1986 and is in the Signals Branch. He has attended the Hellenic Army School for Electronics and Communications (MSc in Electronic-Physics), the Hellenic Staff Officers Course and Hellenic Joint Army War College. He has commanded various national Signal Companies and has served in national staff positions. He deployed to Cyprus and Operation ALTHEA in Bosnia-Herzegovina.

Since arriving at JALLC, LTC Kesopoulos has been involved in several analysis projects, including an analysis of multinational logistics in ISAF, a study into lessons learned sharing in ISAF, and as Project Manager for a study of sharing lessons between and among NATO and the Nations. He also served as the JALLC Perm Rep in ISAF from June to September this year and has deployed a total of three times to ISAF. Of his time in ISAF he says:

*Although there have been some difficulties being away from family and friends, I had a great pleasure working in ISAF HQ. The best parts of my tour there were to meet a lot of nice people and new friends.*

Dimitrios is married to Alexandra Rizou and they have a son, Panos. He enjoys playing basketball and watching his favourite soccer team, PAOK Salonika.

## Upcoming Events

NATO Lessons Learned Conference – 26-28 October 2010

LL Staff Officer Course in Sweden – 13-17 December 2010

## Recent JALLC Reports

In the last six months, JALLC has published the following reports:

- **Joint HQ Coordination as Observed at Exercise LOYAL JEWELL 09** – 08 June 2010
- **ISAF Economic Footprint Survey Results** – 16 July 2010
- **Medical Civil-Military Interaction** – 16 July 2010
- **Outsourcing NATO Logistics** – 27 July 2010
- **ISAF Pre-Deployment Training in the new HQ ISAF IJC Command Structure** – 31 August 2010
- **ISAF Command and Control** – 01 October 2010

Read these and other JALLC publications from the JALLC archives at <http://www.jallc.nato.int>

*The JALLC Permanent Representative office is located in Strasbourg Building—if anyone reading this is in the vicinity, feel free to pop in and say hello!*

## Lessons Learned News

**NEW!**

### NATO Lessons Learned Portal

By MAJ Manuel Costa PRT F

The NATO Lessons Learned Data base (LLDB) was developed to be the tool of the LL process and has served well its initial purpose of acting as a management and staffing tool for NATO observations and Lessons Learned. However, it does not fulfil all the apparent needs of sharing within and outside the Lessons Learned Community.

It has become evident that a new software tool is needed—one that contains much more capability and functionalities than the current LLDB software, going beyond just being a database to become a LL information exchange system. The vision was to create a tool with these features that was web-based. Thus the Portal was born.

A prototype Lessons Learned Portal is now on JALLC's NS WAN DHS Homepage. It is divided in two parts, the managed LLDB and the Information and Knowledge Sharing area (IKS). The managed LLDB will retain the staffing functionalities of the existing LLDB and have some additional functionalities. The IKS will provide functionalities for users to access, store and retrieve LL related information, discuss issues in forums and managed groups.

The prototype will be announced at the NATO Lessons Learned Conference and is open to the LL community. Please test it and send your feedback to:

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



**NEW!**

### NATO Lessons Learned Handbook

by Ms. Jackie Eaton NATO Civ

The first ever NATO Lessons Learned Handbook will be released by JALLC on 15 October 2010 in time for this year's NATO Lessons Learned Conference.

The handbook is the ideal resource for anyone trying to make Lessons Learned work in their organization. It provides easy-to-read, practical guidance on the essential activities needed to run an effective Lessons Learned process as well as advice on how to share Lessons Learned information and assess a Lessons Learned capability.

NATO policy and directives on Lessons Learned offer a baseline for standardization of Lessons Learned approaches across NATO, the NATO nations and partners. The new NATO Lessons Learned Handbook makes it easy for any military staff officer to follow a standard Lessons Learned approach within their organization.

Version 1 of the NATO Lessons Learned Handbook is an electronic-only publication available via the JALLC website. To download your copy visit: [www.jallc.nato.int](http://www.jallc.nato.int). All members of the Lessons Learned community are invited to put it to the test. JALLC welcomes any comments or suggestions for improvement and will incorporate your feedback into Version 2 which will be published during 2011. Please send your feedback to

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

## Analysis News

### Congratulations to Analyst Training Course Graduates

By LTC Paul Handle AUT A

In September, 15 Students from JALLC and other NATO bodies completed the Analyst Training Course. Twice a year JALLC organizes this course, which provides the techniques, tools, and knowledge to perform joint analysis in operations and exercises.

The five-day course provides students knowledge of conducting a JALLC analysis project, including preparing analysis, planning data collection, conducting analysis and writing an analysis report. The course is divided into a theoretical phase and a practical phase. The former provides a foundation in analysis and training in different software tools, developing questionnaires and surveys, and conducting interviews. The practical part is aimed at putting the theoretical knowledge to use by carrying out a short analysis project.

Although new JALLC members do have priority, external attendees from NATO bodies and Nations and Partner nations are welcome if space is available. Interested? Don't wait—course seats are limited to 12, so get in contact with [jattpoc@jallc.nato.int](mailto:jattpoc@jallc.nato.int) ASAP. The next Analyst Training Course is scheduled for 04–08 April 2011.



Analyst Training Course students and Instructors with COM JALLC.

## Outreach News

### JALLC Advisory and Training Team

By Mr Andrew Eden

JALLC announced the establishment of the JALLC Advisory and Training Team earlier this year. The JATT aims to take the JALLC message of learning and sharing lessons to the NATO community and to the Nations.

The JATT is currently manned by the Lessons Learned Analysis Branch's LTC Peter Coppens NLD A, LTC Paul Handle AUT A, and Mr Andrew Eden, and supported by the Production Branch team of operational analysts and Lessons Learned staff officers.

The JATT's objective is to spread and support the 'lessons learned mindset' of *learning lessons and sharing useful information*, by means of training, outreach and connecting the lessons learned community. This activity complements the well-established NATO Lessons Learned Conference, the NATO Lessons Learned Staff Officers Course, and the new online Lessons Learned Community of Interest hosted by *LinkedIn*.

The emphasis of JATT activity has been to introduce the JATT's mission and potential benefit to stakeholders, to initiate long-term lesson learning and change management, and to enhance lesson-sharing relationships. JATT offers a suite of tools and training to support lessons learned capability, including data-gathering and analysis training and tools, knowledge sharing training and tools.

To date the JATT has been extremely busy. In addition to running the JALLC Analyst Training Course, the JATT has visited a number of national and NATO lessons learned agencies, including national operational headquarters, Ministries of Defence and Training and Doctrine centres, and attended a number of NATO and Partnership for Peace conferences. So far, the JATT has visited the UK, Germany, Bosnia Herzegovina, Hungary, Slovakia and Turkey. The JATT diary shows no sign of getting any less busy, with requests to support to the African Union in Addis Ababa, to assist NATO HQ, and to visit several nations and NATO commands in the coming months.

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)

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## JALLC: 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.*

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