

ANALYSIS OF NATO'S EXERCISE REPORTING PROCESS

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PROJECT OVERVIEW



Polish soldiers at an exercise

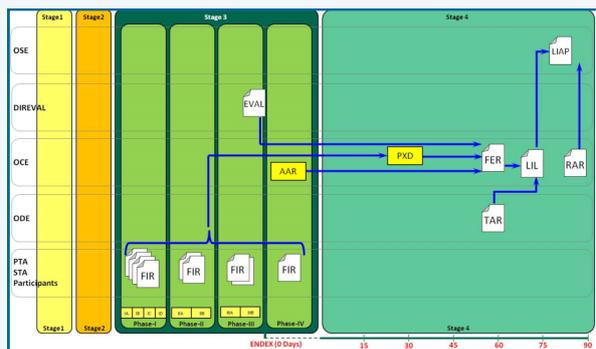
Exercises and training are an important part of NATO's transformation and of ensuring that NATO *trains as it fights and fights as it trains*. Lessons Identified (LI) and learned during an exercise must be captured and institutionalized within NATO effectively and efficiently so that the Alliance can obtain maximum benefit from each exercise.

To enhance information sharing in the exercises and training field, the Supreme Allied Commander Transformation tasked the Joint Analysis and Lessons Learned Centre (JALLC) to analyse NATO's Exercise Reporting Process used within the Exercise, Training, Reporting, and Analysis (EXTRA) Community of Interest (CoI).

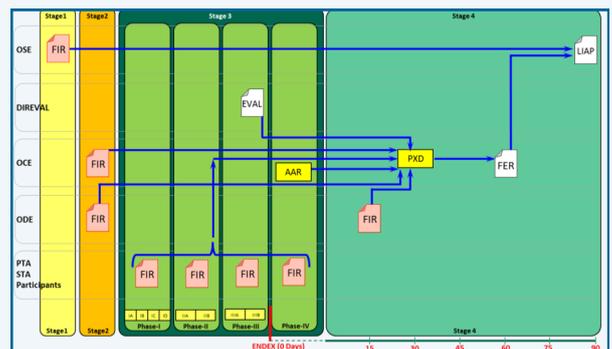
This report was the second part of a wider study related to NATO's EXTRA CoI that also included the development and launch of the NATO EXTRA Portal: the single centralized exercise and training related information sharing platform within NATO.

NATO'S EXERCISE REPORTING PROCESS

The project team conducted an extensive review of the Strategic Commanders' (Bi-SC) Collective Training and Exercise Directive 075-003, which sets out NATO's Exercise Reporting Process in detail, and observed the reporting process conducted during Exercise Trident Jaguar 2014 (EX TRJR14). From comparison and analysis of those two sources of information, the project team were able to identify areas in NATO's current Exercise Reporting Process that could be improved. Below the existing and proposed Exercise Reporting Processes are illustrated.



The existing NATO Exercise Reporting Process

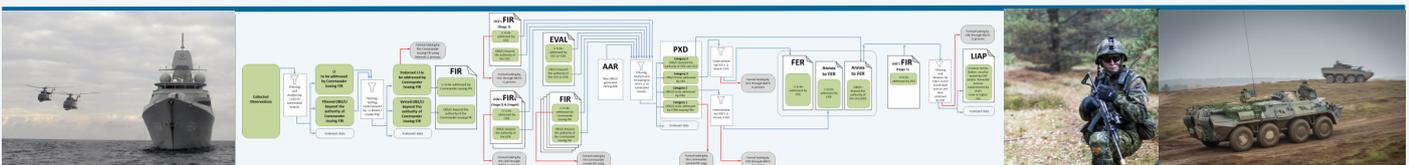


The proposed NATO Exercise Reporting Process

The shortfalls identified as a result of the analysis conducted by project team are summarized as follows:

Shortfall 1 – Bi-SC 075-003 does not explain the Exercise Reporting Process very well in terms of the number, content, timing, and responsibility of the required deliverables, which results in the risk that not all Observations and Lessons Identified (LI) are being captured, analysed, and shared during an exercise.

Shortfall 2 – Absence of clear guidance in Bi-SC 075-003 as to how Observations and LI should be reported in exercise deliverables (reports) results in the risk that such Observations and LI are not properly addressed/actioned during the Exercise Reporting Process by responsible tasking authorities and/or transitioned into the NATO Lessons Learned process for further staffing and tracking.





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NATO'S EXERCISE REPORTING PROCESS (CONTINUED)

Shortfall 3 – The role of the NATO EXTRA Portal is not clearly described in Bi-SC 075-003 and therefore not clearly understood by the EXTRA Col, resulting in the risk that Observations and Lessons are not being efficiently and effectively shared among those who need them.

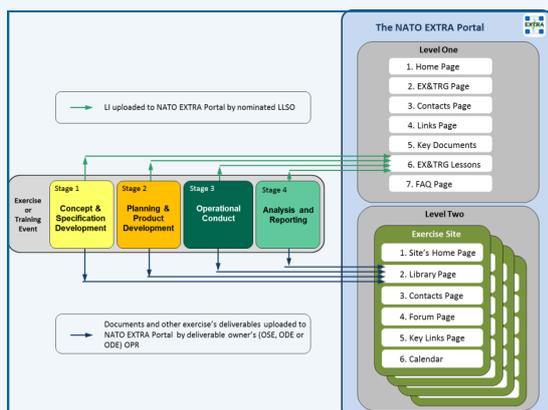
Shortfall 4 – The process for transitioning LI into the NATO Lessons Learned process is not clearly described in Bi-SC 075-003. Those using the process are not consistently transitioning those LI into the NATO Lessons Learned process for further staffing and tracking, resulting in the risk that they may not be being learned throughout NATO.

ADDRESSING THE SHORTFALLS

The project team suggested improving NATO's Exercise Reporting Process to address the shortfalls identified by the project team by aligning the process more to what happens in practice (i.e. during an exercise) and by providing additional guidance in Bi-SC 075-003 with regard to the content, format, and timing of exercise reporting deliverables.

Doing so will ensure that all Observations and LI are captured at the right moment in the exercise and fed into the exercise reporting process and, ultimately, the NATO Lessons Learned process where they can be shared and utilized NATO-wide. However, it will be important for all of NATO's EXTRA agencies and organizations to achieve agreement on how exactly the Exercise Reporting Process should be revised to ensure maximum efficiency and effectiveness. The proposed Exercise Reporting Process is illustrated on the first page of this factsheet

INTERACTION WITH THE NATO EXTRA PORTAL



How the Exercise Reporting Process should interact with the NATO EXTRA Portal

The NATO EXTRA Portal is the pre-eminent tool within NATO for capturing and disseminating Exercise and Training related information among the NATO EXTRA Col. As such, its role and purpose within the NATO Exercise Reporting Process is key to ensuring that LI find their way into NATO Lessons Learned process.

LI and deliverables coming out of an exercise should be uploaded to the Exercise and Training Lessons Database in the NATO EXTRA Portal after each stage and phase of an exercise in Observation, Discussion, Conclusion, and Recommendation (ODCR) format. This allows exercises and training related information to be easily accessed and utilized by the NATO EXTRA Col, facilitating timely lessons sharing.

The relationship between the Exercise Reporting Process and the NATO EXTRA Portal is illustrated on the left.

PROJECT MANAGER, LIEUTENANT COLONEL NERIJUS STANKEVICIUS

LTC Stankevicius has served in the Lithuanian Army since 1994. After graduating from the Lithuanian Military Academy, he served in a variety of positions including infantry platoon commander, motorized infantry company commander, intelligence officer, mechanized infantry battalion commander and in 2011 he was deployed to Afghanistan as ISAF PRT commander. LTC Stankevicius attended the Joint Command and General Staff Officers course at the Baltic Defence College and holds master's degrees in public administration and international relations and diplomacy. He was assigned as a JALLC military analyst in 2012.

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All JALLC Reports, the LL Portal, and NATO LL Items may be found in their entirety under the *Products* section on the NS WAN:

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

Non-classified reports and LL Items, Project FactSheets, the Joint Analysis Handbook and the Lessons Learned Handbook can be found on JALLC's Internet site at the same [address](http://www.jallc.nato.int).

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