



# **JOINT ANALYSIS AND LESSONS LEARNED CENTRE**

# WHO WE ARE

## Since 2002...

The Joint Analysis and Lessons Learned Centre, or the JALLC, carries out various analysis and Lessons Learned activities for the Alliance. Although the JALLC was originally conceived to primarily analyse exercises, changes to the NATO environment and growing NATO involvement in operations resulted in the JALLC's activities shifting to analysis of operations and major NATO Response Force exercises. As the Alliance's focus has shifted, so too has the focus of the JALLC which, these days, is involved in a wide range of activities which you can explore in this brochure and on our website. These activities include: analysis, Lessons Learned, managing the NATO Lessons Learned Portal and its content, and providing analysis and Lessons Learned support to exercises and operations.

The JALLC also provides training opportunities in a multitude of related and relevant areas such as, the JALLC Analyst Training Course, the NATO Lessons Learned Staff Officer's Course, and tailored training provided to NATO entities, Nations, and partners as part of the JALLC's outreach programme provided by its JALLC Advisory and Training Team (JATT). The JATT is also responsible for assessing and advising on the implementation of the NATO Lessons Learned Capability and helps to ensure a consistent and robust capability and good Lessons Learned relationships with Member Nations and Partner Nations.

The JALLC provides support to NATO's Lessons Learned community in many ways, including through organizing the NATO Lesson Learned Conference, which covers topical themes and draws participants from across NATO, Partner Nations, and other organizations.



**Visit us: [www.jallc.nato.int](http://www.jallc.nato.int)**

The JALLC's Mission, as set out in its terms of reference, is to support Alliance-wide implementation and sustainment of NATO's Lessons Learned policy through monitoring and supervising the NATO Lessons Learned Process within the NATO Command Structure and other NATO bodies.

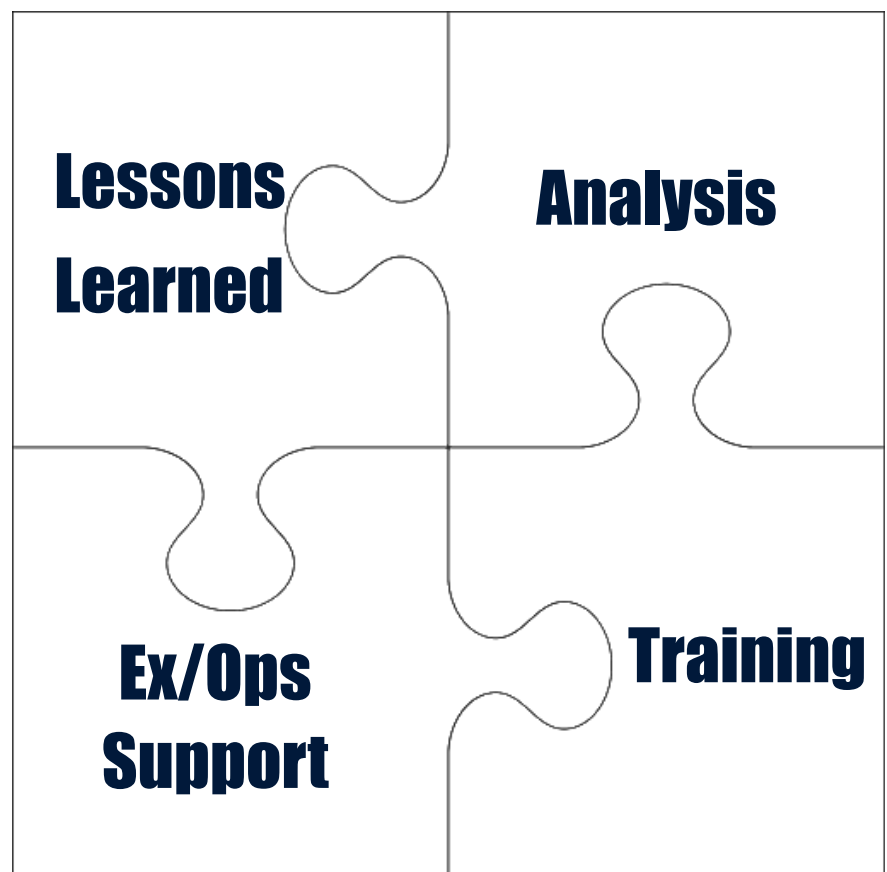
It is the lead agent for ensuring the value of NATO's Lessons is understood, accomplished through active content management of the NATO Lessons Learned Portal, Joint Analysis (as an integral part of the Lessons Learned Process), and outreach to allies and partners.

The JALLC supports warfare development and warfighting, improving NATO's ability to operate and adapt, through training, advising and assessment activities enabling the establishment and sustainment of effective Lessons learned capabilities across NATO.



# WHAT WE DO

## 4 KEY AREAS





# LESSONS LEARNED

## What is Lessons Learned in NATO?

NATO defines its Lessons Learned Capability as follows: *"A Lessons Learned Capability provides a commander with the structure, process and tools necessary to capture, analyse and take remedial action on any issue and to communicate and share results to achieve improvement."*

The purpose of the NATO Lessons Learned Capability is to learn efficiently from experience and to provide validated justifications for amending the existing way of doing things in order to improve performance for (subsequent) operations. As such the NATO Lessons Learned Capability comprises several important elements: leadership, mindset, structure, process, tools, training, and information sharing.



**The NATO Lessons Learned Capability is the backbone of Lessons Learned in NATO. Each element is key to successful Lessons Learned.**





# THE NATO LESSONS LEARNED PORTAL

*NLLP: Welcome to the Future*

<https://nllp.jallc.nato.int>

The NATO Lessons Learned Portal (NLLP) is NATO's centralized hub for all NATO Lessons Learned related information and is managed by the JALLC. Observations, Lessons Identified, Best Practices, and even Lessons already Learned can be submitted to the NLLP from all over NATO and Partner Nations. The NLLP ensures that this valuable information finds its way through the NATO Lessons Learned Process, which is how we learn as an organization and transform the Alliance. The NLLP also contains dedicated areas for Communities of Interest which are set up for specific communities, allowing them to capture, manage, and share their topic-specific Lessons Learned information. You can find out more about the NLLP on our website or visit NLLP at <https://nllp.jallc.nato.int>.

**The NATO Lessons  
Learned Portal is  
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Learned related  
information**

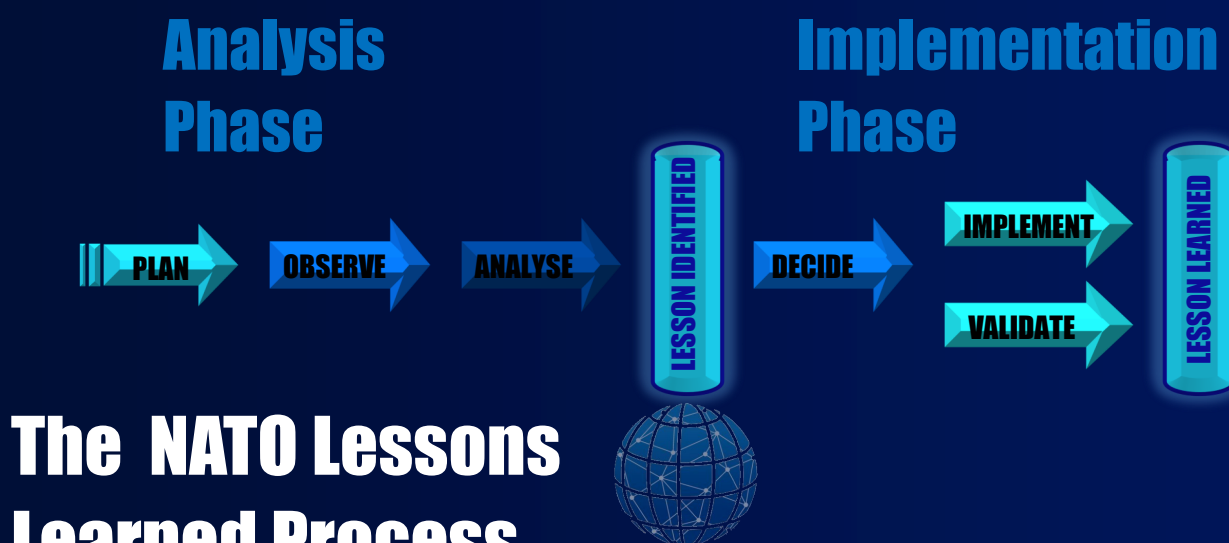
The NLLP is managed by the NLLP managers in the JALLC's Lessons Learned Management Division, in coordination with HQ Supreme Allied Commander Transformation (HQ SACT) and SHAPE. The management tasks can be divided into three core activities: ensuring the quantity and quality of the content; assisting and facilitating the organization of Lessons Learned related activities and events via the NLLP; and general NLLP user management. The NLLP managers facilitate the uploading of Lessons Learned related documents, announcements, and news, and ensure that the information provided by NLLP users complies with the correct format and security rules. The Tracking Area of the NLLP (available only on the NATO Secret Network), which monitors the stages of the NATO Lessons Learned Process for a particular Lesson, requires constant management to ensure quality content. The NLLP managers also works closely with the Communities of Interest administrators to develop, populate, and maintain their respective sites. Finally, the NLLP managers ensure that the NATO Lessons Learned Point of Contact list is properly updated and facilitate discussions in the NLLP forum. Please contact the NLLP managers for more information at [nllp@jallc.nato.int](mailto:nllp@jallc.nato.int).

## We Manage the NATO Lessons Learned Portal

## Gateway to the NATO Lessons Learned Process

The NATO Lessons Learned Portal forms the gateway to the NATO Lessons Learned Process: the way NATO transforms observations made in the field (or at the desk) into real changes to improve the Alliance.

The NATO Lessons Learned Process is made up of two phases (Analysis and Implementation) and a number of steps that move a simple observation through time and the tracking process in the NATO Lessons Learned Portal. These steps are managed and monitored by staff responsible for the various steps of the process, from the soldier who made the observation and recorded it in the NATO Lessons Learned Portal, to the subject matter expert analyst who analyses the root cause and offers potential solutions, to the Commander of the Action Body that is ultimately tasked with making the change. It is this process that ensures that NATO remains a learning organization.



## The NATO Lessons Learned Process

# LESSONS LEARNED OUTREACH, ENGAGEMENT, AND SUPPORT



## JALLC Advisory and Training Team: JATT

In 2010, the JALLC established the JALLC Advisory and Training Team (JATT) as a mobile training team in order to develop and enhance the NATO Lessons Learned Capability across the Alliance and among Allies, Partners, and other organizations. The JATT provides two services for the Alliance:

### Tailored Training

The JATT offers training on analysis techniques, the NATO Lessons Learned Process, and provides support in the form of Lessons Learned subject matter experts to conferences, workshops, and meetings. The aim of the JATT's efforts is to develop a strong information-sharing relationship with those it reaches out to. Once support is requested, the JALLC will first make an Initial Assessment of a requestor's Advisory and Training requirements based on the request. This is followed by a period of Focused Engagement between the assigned JATT member and the customer, which ultimately results in developing and delivering the relevant advice and training package. Finally, a robust relationship of information sharing is maintained after the outreach.

### Capability Assessment

In 2019, the JALLC was tasked to engage with thirteen NATO Command Structure HQs, with the purpose of providing training, conducting an assessment of the HQs' implementation of the NATO Lessons Learned Capability in the HQs, and subsequently providing recommendations to maintain and improve the relevant HQs implementation efforts. The JATT conducts these NATO Lessons Learned Capability assessments through interviews at the NATO Command Structure HQs. The assessments are designed to look at how the NATO Command Structure HQ is implementing each of the Capability elements, its ability to institutionalize Lessons, and its annual Lessons Learned Capability reporting, all with the help and support of the JATT.





## NATO Lessons Learned Events

The JALLC also supports the NATO Lessons Learned community by organizing Lessons Learned Events, such as conferences, seminars, and workshops, including the NATO Lessons Learned Conference. The NATO Lessons Learned Conference was first held in 2003, and it has remained an important event in NATO's Lessons Learned calendar ever since. This event brings together participants from NATO and National entities, developing a stronger NATO Lessons Learned community and allowing participants to share experiences and engage on a wide range of Lessons Learned related topics.

The NATO Lessons Learned Conference is also an opportunity to engage with Partners and representatives from industry and academia to share insights on innovation and relevant new technologies. Conference recommendations are processed by the JALLC and fed into the NATO Lessons Learned Process via the NLLP where they are monitored and actioned, contributing to the Alliance's Transformation. If you'd like to find out more about the NATO Lessons Learned Conference, you can download factsheets and other conference publications from the JALLC's website .





# ANALYSIS

The JALLC Conducts two types of Analysis: Joint Analysis and Active Content Management of the NATO Lessons Learned Portal. Each type of analysis is tailored to NATO's needs from the JALLC and JALLC Analysts, whether civilian or military, receive training that is specific to the type of analysis conducted at the JALLC to ensure that the organization continues to deliver the top quality analysis products it has since 2002.

## Joint Analysis

Joint Analysis is the systematic and in-depth study of a complex issue involving multiple entities in order to identify enduring systemic improvements at the operational and strategic levels. JALLC Analysts use applied research and different types of analysis techniques to combine existing knowledge from inside and outside the organization in order to understand complex issues from different perspectives. The result of a Joint Analysis project is a knowledge product tailored to support specific decisions or staff work, and to capture and preserve knowledge as part of NATO's long-term organizational learning. A Joint Analysis project typically takes six to nine months to complete due to the depth and breadth of the research and analysis undertaken.

Since 2003, the JALLC has conducted over 200 joint analysis projects for customers from all over NATO, resulting in reports that contain actionable recommendations at the operational, military-strategic, and strategic levels. The JALLC's Joint Analysis projects have captured, preserved, and institutionalized knowledge on complex issues arising in nearly every major NATO operation, exercise or event since the JALLC was established in 2002. The JALLC's Joint Analysis products also support ongoing change initiatives and staff work in areas such as policy reviews, concept development, doctrine updates, exercise planning and operational planning.

The JALLC is tasked by Supreme Allied Commander Transformation (SACT) to fulfil Joint Analysis Requirements for a variety of NATO (and NATO-affiliated) entities. HQ SACT regularly invites NATO (and NATO-affiliated) entities to submit their Joint Analysis Requirements for the JALLC's Programme of Work and emergent Joint Analysis Requirements can also be submitted at any time. Finalized Joint Analysis products are delivered to the originator of the Joint Analysis Requirement and related stakeholders and also published in the NATO Secret NATO Lessons Learned Portal and JALLC NATO Information Portal sites, and, as appropriate, on the NATO Unclassified NATO Lessons Learned Portal. Report factsheets can be found on our website under JALLC Products. To learn more about how the JALLC approaches Joint Analysis projects or to submit a Joint Analysis Requirement for the JALLC's next Programme of Work, visit our website, or contact us at [analysis@jallc.nato.int](mailto:analysis@jallc.nato.int).



# Active Content Management

The JALLC provides Active Content Management of the NATO Lessons Learned Portal (NLLP), which is defined as a continuous activity that includes analysis and assessment of data and information, to:

- monitor and assess the conduct of the NATO Lessons Learned Process,
- reach out to the parties involved in the process (such as the Originating Authority, Tasking Authority, and Action Body) for coordination and advice as required,
- identify trends and strategic lessons, to monitor lessons from major NATO events (exercises and operations); and
- to push information to relevant authorities.

The JALLC conducts Active Content Management through the delivery of routine, ad-hoc and NLLP data visualization products, which include:

- periodic reports presenting an analysis of the NLLP content over the reporting period;
- ad-hoc products which aim to present a summary of the NLLP content relating to a topic of interest specified by the NATO customer; and
- NLLP data visualization through interactive tools that enable NLLP users to quickly access tailored and relevant NLLP data to support reporting, monitoring and information sharing which can be found on the NLLP.

In addition, the JALLC's Data Analysis Team regularly reaches out to various NATO bodies for clarification on NLLP items or to facilitate Lessons Learned information sharing.

To find out more and how you can access the NLLP Active Content Management products, visit our website



# TRAINING

## We never stop learning in NATO

The JALLC provides a series of training courses both for internal and external participants. Courses range in focus from training in analysis techniques and project management to basic training in NATO Lessons Learned for NATO Lessons Learned Staff Officers and Points of Contact. All of the JALLC's training courses are reviewed and revised regularly based on participant feedback to ensure the best possible training experience. On the right is a summary of some of the available courses. You can find out more about each course and how to register at our website:.



**The training the JALLC provides is key to the success of the NATO Lessons Learned Capability. Whether it's training analysis skills or how to input observations in the NATO Lessons Learned Portal.**

# JALLC Training Overview

## JALLC Analyst Training Course

The JALLC Analyst Training Course is a five-day course, held twice a year at the JALLC's facilities in Lisbon, Portugal. Participants are led through a wide range of issues and topics related to conducting analysis at the JALLC. The course covers the stages of the JALLC Project Approach and includes lectures and practical group assignments which give the participants a chance to practice the knowledge they gained during the lectures.

## NATO Lessons Learned Staff Officer Course

This course is facilitated by the Swedish Armed Forces International Centre in Kungsängen near Stockholm, Sweden. Lecturers and mentors come from both Allied Command Operations and Allied Command Transformation, and guest speakers come from a variety of locations. Many of the contributors are civilian and military staff from the JALLC. The course is well balanced between lectures and practical activities, and includes history and background, networking opportunities, and the opportunity to share Lessons Learned.

## NATO Lessons Learned Online Course

The NATO Lessons Learned Online Course is a course tailored to the NATO Lessons Learned Points of Contact's needs. It was developed by the JALLC, supported by and in close coordination with the Joint Force Training Centre and with the contribution of NATO Lessons Learned Subject Matter Experts. A NATO Lessons Learned Point of Contact is defined in NATO as a staff officer appointed by the service head to be the Point of Contact and assume the follow-up of NATO Lessons Learned issues related to his/her service as a secondary function.

## NATO Lessons Learned Management Course

The aim of this course is to prepare participants for their duties in the planning, administration and execution of NATO Lessons Learned Staff Officer functions and services within NATO. Participants are exposed to key NATO Lessons Learned documents, the NATO Lessons Learned Portal, the NATO Lessons Learned Training Concept, Lesson Collection and Action Plan, Lessons Learned Standard Operating Procedure and Report, Self-Assessment, Key Leader Lessons Learned Training and Lessons Learned in exercises and operations.

## Local NATO Lessons Learned Portal Management Course

The aim of this course is to increase awareness and use of the NATO Lessons Learned Portal (NLLP) and to provide participants with the knowledge and technical skills needed for using the NLLP to execute the NATO Lessons Learned Process within their organization. The course immerses participants in a learning environment designed to develop their proficiency in NLLP Administration. In order to provide the participants with the best educational setting, the course takes place in the NATO Communications and Information Academy facilities in Oeiras, Portugal. Participants not only learn from useful lectures, but also receive hands-on training using the NATO Unclassified version of the NLLP.

## Analytical Writing Course

This course is intended to provide guidance on how to prepare to write an analytical document including how to organize the ideas to be presented and how to build a convincing argument for a specific target audience. The training also provides guidance on applicable writing standards in NATO and particularly in the JALLC as well as how to self-edit your work.



# SUPPORT

## To Exercises and Operations

**“Train as you fight to  
fight as you train” is a  
mantra that applies in  
Lessons Learned as  
much as anywhere  
else.**

*The JALLC provides continuous Lessons Learned and Analysis support to NATO's Warfare Development and Warfighting activities. Exercises and Operations offer opportunities to not only learn from past experience, but also to gather information to ensure that the Alliance remains a learning and transformational organization.*



# How we support

The JALLCs support to exercises and operations is multi-faceted and underpins all aspects of the JALLC's Mission. The JALLC's exercise support team is made up of a small team of military analysts which can be supplemented as necessary with JALLC civilian analysts and contractors, who participate in all stages of the NATO Exercise Process, from Exercise Specification and Development, through Planning and Product Development, Operational Conduct to Analysis and Reporting. Exercises. The Crisis Response Planning Execution phases of an exercise also, represent excellent venues to collect observations and to complete surveys, questionnaires and interviews to gain the maximum amount of data to conduct analysis of a particular topic or subject area. The JALLC particularly focuses on strategic lessons, providing short-term analysis in support to exercises, rather than direct support to exercise Officers of Primary Responsibility.

The JALLC aims to support at least five major NATO exercises per year. Given the overall length of the exercise process (18 to 24 months), this means that the JALLC's exercise support staff officer simultaneously supports up to 15 exercises.

The JALLC's team also provide mentoring support, training and advice on the NATO Lessons Learned Process during all stages of the NATO Exercise Process to NATO Lessons Learned staff employed in the exercises. This frequently requires JALLC team to participate in Exercise Planning Groups and Exercise Planning Conferences. The JALLC team also contribute to the revision of key exercise documentation and deliver training at targeted exercise training events for Primary and Secondary Training Audiences such as Academics, Key Leader Training and Battle Staff Training. The JALLC exercise support team also focuses on providing support to Senior Mentors of major exercises by helping them collect and analyse observations in order to extract strategic lessons, which need to be implemented and operationalized for future operations and exercises.



Our support to operations takes place on a daily basis and covers all aspects of the JALLC's activities. From providing training courses to Active Content Management of the NATO Lessons Learned Portal, everything the JALLC does is in support of NATO's operations as we contribute to the overall improvement, innovation, and transformation of the Alliance.

The JALLC stands ready to support any NATO Operations all over the world as it has done in the past for ISAF and Resolute Support Missions (RSM). Dedicated analysis and Lessons Learned teams travel the NATO globe, committed to helping the Alliance and its people learn from experience and ensuring that NATO maintains its advantage as a forward leaning organization in today's global security threat environment.



# JALLC PRODUCTS

## Reporting

The JALLC's analysis teams are experts at reporting their analysis findings. JALLC analysis products, whether joint analysis reports or Active Content Management data visualization, are aimed at being user friendly, to the point, and actionable. You can find out more about JALLC reporting by visiting the Products page on our website at <http://www.jallc.nato.int/organization/products>.

## Joint Analysis

The JALLC has produced over 200 Joint Analysis reports since its inception on a wide variety of topics: from Ballistic Missile Defence to Joint Logistics Support, from Cultural Property Protection to Counter- and Anti-Corruption. These full reports are all available on the JALLC's NATO Secret NATO Information Portal page. For unclassified summaries of these reports, you can download a copy of the factsheet from the JALLC's website at: <http://www.jallc.nato.int/organization/products/jallc-analysis-products>.

## NLLP Active Content Management

The JALLC's Lessons Learned Data Analyst team produces a number of products specific to the NATO Lessons Learned Portal (NLLP) content:

Periodic reports which present an analysis of the NLLP content over the reporting period. Examples include: monthly reports based on all NLLP content; monthly reports on specific NLLP activities, such as COVID-19; and bi-annual reports produced for key Lessons Learned events, such as the Fall/Spring Lessons Learned week.

Ad-hoc products. These products aim to present a summary of the NLLP content relating to a topic of interest specified by the NATO customer. Previous analysed topics include: resilience, suppression of enemy air defence, maritime and land materiel standardization/interoperability, and Unmanned Aerial System/Vehicle integration. These products have been used by customers to inform discussions at national or NATO committees and working groups, as well as to inform capability development and potential doctrinal changes.

NLLP data visualization. The JALLC has developed a number of interactive tools that enable NLLP users to quickly access tailored and relevant NLLP data to support reporting, monitoring and information sharing. The tools include dashboards and storyboards covering all NLLP data or focusing on specific topics of interest. Within Active Content Management, tools are used to monitor the conduct of the NATO Lessons Learned Process, push graphical Lessons Learned information to stakeholders, and produce graphics for Active Content Management products.

If you are a member of NATO and are interested in requesting an NLLP Active Content Management ad-hoc product on a specific topic of interest, please contact the JALLC using the contact details found in the Active Content Management area in the NLLP (login required).



# Handbooks & Guides

## Joint Analysis Handbook

This handbook provides guidance on how to conduct analysis in support of Lessons Learned processes, including the NATO Lessons Learned Process. It is primarily designed to assist NATO Lessons Learned Staff Officers with all aspects of conducting analysis, both in the office and when deployed to operations, training events, exercises, or experiments. You can download a copy of the Joint Analysis Handbook from the JALLC website at: <http://www.jallc.nato.int/organization/products/books-guides>.

## NATO Lessons Learned Handbook

The purpose of this handbook is to guide and assist the NATO Lessons Learned Community in supporting the Alliance to effectively learn from experience. This handbook uses NATO's approach to Lessons Learned as the underlying model but has been written to be relevant to any organization. You can download a copy of the NATO Lessons Learned Handbook from the JALLC website at: <http://www.jallc.nato.int/organization/products/books-guides>.

# Online Resources

## JALLC Website: [www.jallc.nato.int](http://www.jallc.nato.int)

The JALLC's website contains a wealth of knowledge on what we do as an organization and includes useful links, downloadable products, videos, and regular news updates. All of the information in this brochure can be found on the website in more detail along with contacts to get in touch if you have any questions.

## Information Videos: YouTube

The JALLC has produced a number of information videos on the NATO Lessons Learned Capability and on the JALLC in general. Visit our YouTube page and subscribe to get the latest uploads. Visit us at: <https://www.youtube.com/user/jallcnato>.

## Social Media

The JALLC's facebook page is a great way to stay in touch with what we are doing. We regularly post information on what the JALLC is doing, but also what Allied Command Transformation is doing more generally. News posts, videos, photos. Catch up with the JALLC. <https://www.facebook.com/NATOJALLC>.



