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From the Commander...

It is with pleasure that we bring you this third issue of The Explorer. In this issue, we focus on JALLC's continuing analysis at exercises, and our ongoing support to improving NATO-led training. Both exercises and training support have been a key area of engagement for us since JALLC's inception. Although the lion's share of our analysis projects are focused on operations, especially ISAF, our exercise analysis often allows us to directly influence concept development for deployable forces. Our support to NATO-led training has a direct impact on the effectiveness of that training and, by turn, on the effectiveness of NATO staff deployed to operations. I hope you enjoy this insight into how my staff conducts their work and contributes to NATO transformation.

Peter Sonneby
Brigadier General, Danish Air Force

Special Feature

JALLC Support to Exercises and Training

JALLC at Exercise STEADFAST JUNO 2010

By LCDR Dan Fillion

In December, JALLC analysts travelled to Naples, Italy and Ulnas, Norway to attend Phase IIIB of Exercise STEADFAST JUNO (SFJO) 10 and collect data as part of on-going analysis of the Deployable Staff concept in NATO. The exercise provided a data-rich venue for the two teams who conducted over fifty interviews during the ten-day execution phase. JALLC's attendance at the execution phase of the SFJO marks the culmination of months of cooperation with all exercise participants from the initial briefings and through Battle Staff Training.

While SFJO was the setting for the analysis team's data collection, the exercise itself is not in the analysis spotlight. The focus of the study is to determine if any vulnerability exists in the flow of information within the Joint Headquarters. As the JHQ Main (JFC Naples) and JHQ Forward Element (FC Madrid) endured a high-tempo battle rhythm, the analysis team, led by LTC Karl Kronsjoeld, questioned exercise participants to better understand the nature of informal information exchange and identify risks that could, in the end, threaten the decision-making process in the JHQ. Based on the results of the analysis, the team intends to offer some insightful recommendations to further develop the Deployable Staff concept. The final report is scheduled to be released in the spring of 2011.

The team applied some innovative coordination techniques and analysis methods. Skype



CDR Billy Castleberry, USA N, a reservist from NATO Support Detachment Atlanta, and LTC Filipe Castro PRT A, a JALLC Exercise Analyst, review data collection plans during SFJO 10. JALLC regularly benefits from US Navy Reserve Support for our exercise analysis projects.

video chat was used to connect the two geographically-separated teams on a regular basis to ensure standardisation and quality in the collection process. Based on a near-daily video-conference, the teams were able to update each others' situational awareness and make adjustments to their interviews. Another innovation was the use of JALLC's Document Handling System to remotely post and share documentation. JALLC's leadership was able to stay apprised of the team's progress while they were still on site.

With regards to new analysis methodology, the team is using a Social Networking Analy-

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sis tool called *NodeXL* to not only present the informal information exchanges in a graphical way, but also to compare how information actually flows in the JHQ to how doctrine says it should. This will be the first time an analysis such as this will be used in NATO.

Each team received direct support from JALLC's leadership during their data collection. The team at JWC in Ulsnes was visited by Commander, JALLC, Brigadier General Peter Sonneby during the exercise. The Naples team welcomed Colonel Frédéric Curtaz, Head of the Exercises and Training Branch at JALLC. Both were impressed with the teams' progress and motivation. The teams appreciated their encouragement and commendations.

JALLC's next analysis endeavour in the exercise continuum will be STEADFAST JOIST 11 scheduled for May.

JALLC Member in the Spotlight

Marvin Thordsen Contractor



Mr. Thordsen has worked on NATO analysis projects since 2004 and has been full time at the JALLC since April 2006. He has 25 years' experience analyzing "teams" from the perspective of their being complex, dynamic, thinking organizations, including: wildfire fighting; computer hackers, AWACs, carrier landing signal officers, and Aegis anti-air defense systems.

He is an Ohioan by birth and an "applied behavioral scientist" by training. Applied Behavioral Science is a fairly new discipline that looks for solutions to real-world problems in social sciences such as sociology, psychology, human factors, cultural anthropology, combined with computer programming, training development, cognition, statistics, and cynicism.

The benefit for NATO is that the "soft" science discipline Mr. Thordsen brings to the JALLC complements the "hard" scientific approaches of the traditional Operation Research Analysts. His work has analysed C2; Reach Back; Operational Assessment; Fratricide; Logistics, Targeting, etc. The organizations examined include: NRF, DJTF, DJSE, all three JFCs, etc.

Mr. Thordsen developed the following training: *An Overview of Interviewing/Surveying; Data Collection Planning*, and (in development) *Interviewing – Planning & Execution*. In addition, he has co-authored: *Analysis is not Evaluation* and authored: A JALLC point paper on *Programme of Analyses for NATO's Deployable Forces Concept; Introductory Guide to Interviewing; Analysis Requirements Check-list*, and the unpublished *The Importance of Team Leadership in Project Management*.

Outreach News

The JATT team has been busy since Christmas, working off the excess turkey by undertaking training and mentoring visits to a variety of audiences.

The team went to JFCs Lisbon and Brunssum, working closely with the Joint Policy Application and Lessons Learned branches to enhance their LL capability and in February contributed again to the NATO LL Staff Officer's Course in Sweden. 27 students from NATO commands and the Nations attended this week-long course.

In February JATT visited Hungary to train 50 students at the Hungarian Joint Operational Command at Székesfehérvár, and 15 students at the Operations and Doctrine Division of the MOD in Budapest.

A visit to the Netherlands allowed the JATT to examine new Dutch web-based LL system. JATT also attended the Military Cooperation Coordination Workshop in Switzerland, where Partners expressed strong interest in having a LL capability and cooperation with JALLC.

In April, JATT will visit the Ukraine and Italy. In May, the JATT will host a meeting for JFC and SHAPE LL stakeholders. This will be immediately followed by a NATO LLSO Course Review Conference, during which the course instructor team and stakeholders will review, revise and improve this very successful course.

To request JATT support, contact us at jattpoc@jallc.nato.int

New on the LL Portal

An Operation UNIFIED PROTECTOR section has been created on the classified NATO Lessons Learned Portal and Database and is ready for your submissions.

Two new features now on the unclassified NATO LLDB and coming soon on the classified LLDB: on-line registration and email alerts for updates on database items.

Coming soon on the unclassified NATO LL Portal—the Best Practice Community of Interest where you can submit best practices and find others'.

Create your own LL Community of Interest on the NATO LL Portal. Contact: nllp@jallc.nato.int

Remember – we need your contributions to the NATO Lessons Learned Portal: nllp.jallc.int

Upcoming Events

JALLC Analyst Course in Lisbon – 04–09 April 2011

LL Staff Officer Course in Sweden – 27 June – 01 July 2011

Recent JALLC Reports

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

- [ISAF Command and Control](#) – 01 October 2010
- [The LL Process and LL Sharing in Nations](#) – 18 Nov. 2010
- [Information Flow and C2 in the JHQ](#) – 21 March 2011

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

JALLC Support to Exercises and Training

Support to ISAF Pre-Deployment Training

By LTC Matias Skogseid NOR A

Since the start of ISAF a number of ISAF Pre-deployment training programmes have been developed for ISAF HQs, Regional Commands, Provincial Reconstruction Teams and Operational Mentoring and Liaison Teams. The JALLC Training Analysis Team (TAT) has supported improving these programs with feed back and recommendations at the event and later on with reports to JFC Brunssum, as the main customer, and stakeholders like ACO, ACT, JWC, JFTC and NSO. These feed backs and reports are products built on analysis and a proactive Lessons Learned (LL) process based on observations during the training and interviews with NATO and National HQ personnel as well as Primary Training Audience (PTA) in theatre.

The JALLC TAT continued to support ISAF PDT in 2010. Main focus for the first part of the year was the ISAF Intelligence Orientation Course (I2OC), the Regional Command (RC) North Mission Rehearsal Training (MRT) and the HQ ISAF / ISAF Joint Command MRT. This analysis period culminated in July and included observations during Training Events (TE) as well as a significant number of in-theatre interviews. The observations and interviews resulted in the ISAF I2OC Event Report in February, the RC North PDT Event Report in May and the JALLC Report on ISAF PDT in the new C2 structure in August 2010. These reports were Bi-SC endorsed and had direct impact in improving the development of the training events.

JALLC reports are distributed to ISAF contributing nations as well, and point out areas nations should improve. One significant improvement witnessed is the rising number of Individual Augmentees participating in the TEs. This has a positive and direct effect on the operation as untrained personnel struggle for weeks after they are deployed before they are able to contribute and produce as expected. Another issue highlighted in several reports is the Joint Advanced Distributed Learning (JADL), the internet based core building block mandatory in PDT. There has been significant progress in trainees accomplishing the JADL Package.

In 2010 the training concept for Police Operational Mentoring and Liaison Teams was introduced. The TAT was tasked to analyse the Phase II Pilot TE at JFTC, Bydgoszcz, Poland end of May and the TEs at JMRC, Hohenfels, Germany and CNEFG, Saint Astier, France in November. Recommendations provided in the AAR processes and to the Police Operational Mentoring and Liaison Teams Training Core Planning Team were well received and made a significant contribution to the further development of the training concept. A JALLC Report on POMLT PDT will be issued late spring 2011, after interviews in ISAF are finished.

Handovers and Delegation of Command at NRF Exercises

By Mr Marvin Thordsen

For anyone involved in a transition / handover from one HQ/force to a follow-on one, the lessons from past exercises may be helpful.

In STEDFAST JAW (SFJW) 07, two component commands handed off to their follow-on counterparts. In STEADFAST JUNCTURE (SFJE) 10, COM JFC delegated NRF mission command authority to his DCOM.

In SFJW 07, the lessons fell into two broad categories: Areas requiring "common understandings / agreements" and areas requiring detailed stipulation in advance. The former included:

- Differences in the organizational and C2 structures of the initial entry & follow-on force component HQs;
- Clarification of which organization's C2 structures, procedures, and CIS would be in effect and who would "lead" during the transition;
- Timing, sequencing and coordination of handovers;
- Transition coordination mechanisms;
- An agreed upon transition strategy.

Areas in which specific details were required:

- Coordination authority specification
- Transition tasks specification
- Assignments & responsibilities specification
- Initial Entry and Follow-on Force Transfer of Authority annex coordination
- Supported/supporting relationships synchronization
- WISE/SharePoint page coordination;
- Rear Area C2 coordination.

The delegation of command lessons from SFJE 10 centered on mitigating the impact the handoff might have on the mission. The following were identified as contributing to a smooth handover and ensuring adherence to doctrinal command and control principles.

It proved useful to include, as part of the forward Special Staff, an individual involved in the development of the OPLAN and Concept of Operations to strengthen continuity between "planning" and "execution".

Providing the incoming COM access to all mission documents and including him in relevant meetings and briefings to enhance shared situation awareness between the outgoing and incoming COMs was valuable.

It's important to ensure that COM's intentions, freedoms, constraints, and objectives are clearly articulated and the required forces, resources and authorities are available to his designated COM representative.

As there will be handovers between two CC HQ/Forces and mission commanders in the upcoming STEADFAST

JALLC/JFCOM Staff Assistance Visit to IJC

by LTC Matthias Fieser DEU A

On 28 January 2011 the JALLC was tasked by SHAPE to support a Staff Assistance Visit (SAV) of the US Joint Forces Command (JFCOM). This was the first time a Bi-SC NATO team participated in such an event.

A SAV team from JFCOM is a flexible employment package composed of personnel from operations, plans, knowledge/information management and logistics. This highly skilled team can rapidly increase command and control capability at the operational level of a newly formed joint force headquarters.

The JFCOM team was requested by the ISAF Joint Command (IJC) to have a closer look into their daily work, with the intention to enhance their overall operational effectiveness and facilitate the continuing development of the IJC HQ staff as an operational level command. After a first visit in 2010, it was now time to see how the IJC has matured.

The JALLC, supported by SHAPE and the C2COE, deployed to IJC, linked up with the JFCOM, and got right



to work. The JALLC team contributed with its expertise in three out of six areas: key processes, crisis establishment, and training. After a week of hard work, the final out brief about the findings and recommendations was briefed to the IJC command group.

In his conclusions COS IJC underlined the importance of this joint effort and stated that the recommendations should be taken into consideration to further improve the overall effectiveness of this headquarters.

Handovers and Delegation of Command at NRF Exercises

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JOIST (SFJT) 11, these lessons are relevant. SFJT 11 covers new ground as there will also be a handover between the Joint HQ (JHQ) *MAIN* to a different *MAIN* while the JHQ Forward Element will remain in place. Two-thirds of the split JHQ will be transitioning and one-third will remain in place. The implications are that, under the DJSE concept, the mission COM and special staff come from the *MAIN*, but if you change *MAIN*, they should be from the incoming *MAIN*. SFJT 11 will undoubtedly provide lessons on a variety of new topics:

- Transition and handoffs amongst initial entry special staff to their follow-on counterparts in the FE.
- Maintaining continuity of *non-transiting component* LNOs in the "MAIN" as responsibility transitions from initial entry to follow on.
- Coordination of the handovers between *transitioning component* LNO representatives in the FE.
- Coordination of the directorate / branch handovers.

- Maintenance of FE situation awareness of the status of the *MAIN* and component transitions?
- Impact of the *MAIN* and component transitions on the *non-transitioning* in-theatre elements
- Challenges of moving the functional services (e.g., Tasker-Tracker, Common Mailboxes, telephone exchanges, etc.) that are hosted in the initial entry *MAIN* to the follow-on *MAIN*?
- Coordination and maintenance of continuity, situation awareness and tasking of Boards and Working Groups during the transitioning the context of the change in makeup/membership.
- The mechanisms employed to enable the FE to establish and maintain relationships with their counterparts in *both MAINs* to smoothly transition.

Some of the lessons will be NRF/DJSE specific, but many will relate to a split HQ and the structures dictated by the PE, more so than just the DJSE concept. It will be interesting to see what new lessons we can identify.



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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.

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