

# THE 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 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.



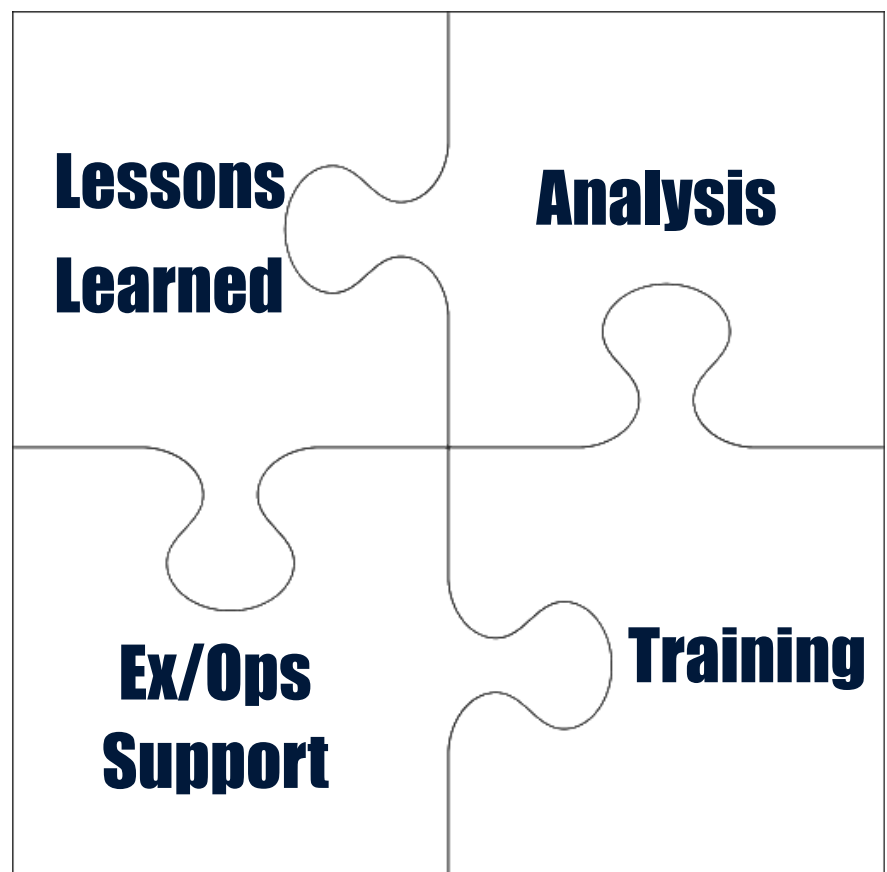
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operate agent  
Alliance-wide

# WHAT WE DO

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.

# 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

<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, and Lessons Learned-related documents 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 Lessons Learned 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 the NLLP at <https://nllp.jallc.nato.int>.

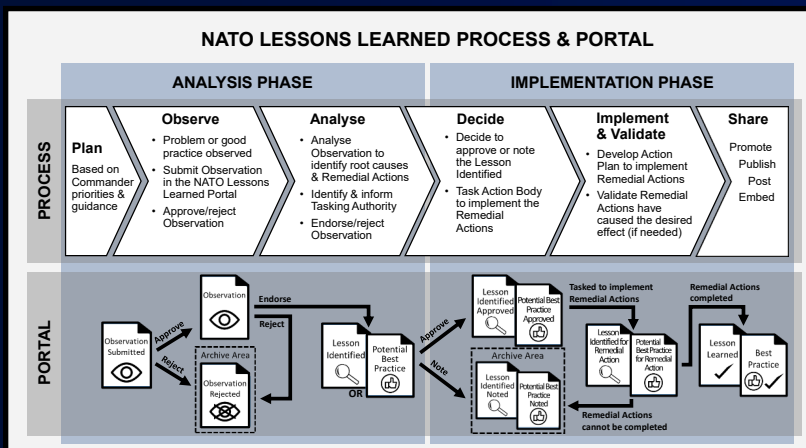
**The NATO Lessons  
Learned Portal is  
NATO's centralized  
hub for Lessons  
Learned related  
information**

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: managing the NLLP's content; assisting and facilitating the organization of Lessons Learned related activities and events via the NLLP; and providing support to the NLLP users. 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 NLLP managers also works closely with the Lessons Learned Communities of Interest administrators to develop 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

The NLLP User Manual, which can be downloaded from the NLLP website after signing in, contains detailed information on how to get the most out of the NLLP and includes step by step guides and useful tips.

## Gateway to the NATO Lessons Learned Process



**The NATO Lessons Learned Process is the way NATO learns lessons and transforms**

The NLLP 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 transition an observation to a Lesson Learned or Best Practice. These steps are mirrored in the NLLP to facilitate electronic tracking/staffing of lessons through the NATO Lessons Learned Process.

These steps are then managed and monitored by staff responsible for the various steps of the process, from the person who made the Observation and recorded it in the NLLP, to the subject matter expert who analyses the root cause and offers potential solutions, to the Commander of the entity that is ultimately tasked with making the change. It is this process that ensures that NATO remains a learning organization.

# 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:

### Lessons Learned Training

The JATT offers Lessons Learned training, 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. The JATT can provide tailored training as well as standard training modules. If a request for tailored Lessons Learned training is made, it's followed-up by an Initial Assessment of the training requirements. 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, 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 .





# JALLC ANALYSIS

**In 2016, NATO's two Strategic Commands introduced the NATO LL Optimization Action Plan which required the JALLC to: "...actively support the implementation and sustainment of the NATO LL Policy across NATO." The JALLC has since adapted its activities including its analysis capability which now offers three distinct types of JALLC Analysis to suit different requirements: Joint Analysis, Short Term Analysis, and NATO Lessons Learned Portal (NLLP) Content Analysis. In this article we take a closer look at these different types of JALLC Analysis.**

## 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 non classified version of the 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).

# Short Term Analysis

Short Term Analysis (STA) is the study of multiple sources of information/ experience relating to a specific topic or activity in order to respond to priority Lessons Learned information needs.

The JALLC is tasked with conducting STA when there is a need to know about issues with strategic implications in a timely manner in order to inform relevant stakeholders, including NATO HQ and the Allies. STA is also employed when decision makers need Lessons Learned information from a wider variety of sources than available in the NATO Lessons Learned Portal to support their work. In these circumstances the JALLC produces reports which identify key issues and may include initial recommendations tailored to the needs of senior decision makers. The JALLC handles STA through direct observation, interviews, statistical analysis and documentary research.

STA projects usually last one to five months in order to provide a satisfying answer in a concise and timely manner appropriate to the situation.

# NLLP Content Analysis

NLLP Content Analysis (NCA), part of NLLP Active Content Management (ACM), is the analysis of Lessons Learned information and trends in the NLLP in order to facilitate the reuse of LL information.

NCA is intended to support NATO and the Nations exploiting the Lessons Learned information contained in the NLLP. The results of NCA may identify the need for follow-on analysis such as STA or Joint Analysis.

NCA products typically take the form of routine reports that present an analysis of NLLP content and activity over a set reporting period, or ad-hoc reports that present a one-off summary of NLLP content relating to a specific topic of interest. Ad-hoc reports have previously been used to inform discussions at National and NATO committees, as well as capability development and doctrinal reviews. NCA may also include the development and use of NLLP data visualization tools, such as dashboards, some of which are made available to all NLLP users to support them in monitoring, reporting, and exploiting LL information in the NLLP.

## Did you know?

**Access to NATO and the Nations:** As a NATO body, the JALLC has access to relevant information from the NLLP, internal NATO repositories, NATO Operations, NATO Exercises, and the ability to reach out to NATO entities, the Nations, and Partner Nations in order to collect data and information that other entities cannot easily access. This enables the JALLC to quickly access relevant documentation and to identify and connect with appropriate experts.

**Customer focus and understanding:** The JALLC approaches every analysis as a unique requirement, working closely with its analysis customers to understand their needs and ensure those needs are met. The combination of military and civilian analysts, means that the JALLC's analysis project teams know NATO, know the military, and know how to professionally research and communicate complex issues to senior military and civilian decision makers. Making sure the information is delivered in well-written, clear, and concise products, on time.

**Rigorous quality assurance:** All JALLC Analysis and the resulting products are subject to a quality assurance process. Highly experienced and trained staff internally review all JALLC Analysis products for relevance, accuracy, and logical consistency. Additionally, whenever possible, JALLC Analysis products are sent for external review by relevant experts. This approach to quality ensures that JALLC Analysis products are useful and reliable references that remain valid in the long term.

**Objectivity and Independence:** As part of the NATO Command Structure, the JALLC is well-placed to observe and analyse NATO-wide issues from an independent perspective—i.e. outside the scope of political or financial influences. The JALLC's evidence-based approach to analysis empowers customers and stakeholders to explore issues from multiple perspectives, to share knowledge and to build consensus.



# 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 and include basic training in NATO Lessons Learned (LL) for NATO Lessons Learned Staff Officers (LLSO) and Points of Contact (POC), to training on managing the NATO Lessons Learned Portal (NLLP), and training on analysis techniques. 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 on our website.



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

# JALLC Training Overview

## NATO Lessons Learned Online Course

This online course is tailored to LL POCs in any NATO or national entity. The aim of the course is to provide LL POCs with the basic LL knowledge necessary to fulfil their duties and it is a prerequisite to attend the NATO LL Staff Officers Course (LLSOC). The course is available on the Joint Advanced Distribution Learning (JADL) platform (<https://iadl.act.nato.int>) at Courses - NATO Courses - Allied Command Transformation - JALLC, ID: ADL 138.

## NATO Lessons Learned Staff Officer Course

The JALLC delivers the LLSOC, a week-long training course on the NATO LL Capability, typically held at the Swedish Armed Forces Training Centre (SWEDINT). The course aims to prepare LLSOs to manage and execute the NATO LL Process and associated training, tools, and information sharing, as part of the NATO LL Capability. This course also educates on observation collection, basic analysis techniques, the NLLP, and the handling of the NATO LL Process in exercises and operations. If you have any questions regarding the LLSOC, please contact [natollsoc@jallc.nato.int](mailto:natollsoc@jallc.nato.int).

## NATO Lessons Learned Management Course

The JALLC also offers a week-long NATO LL Management course at NATO School Oberammergau. This course aims to prepare participants for their duties in the planning, administration, and execution of LL functions and services within NATO. Participants are exposed to NATO LL documentation, the NLLP, LL Train the Trainer, Lesson Collection and Action Plans, NATO LL Capability self-assessment and reporting requirements, and LL in exercises and operations.

## Local NATO Lessons Learned Portal Management Course

This three-day course, which is held at the NATO Communications and Information Academy facilities in Oeiras, Portugal, is tailored for LNM and provides in-depth knowledge on using the NLLP to conduct the NATO LL Process. The course aims to develop participants' proficiency in NLLP administration and involves hands-on training using the non classified version of the NLLP.

## Tailored Lessons Learned Training

The JALLC Advisory and Training Team (JATT) delivers training, in addition to other assessment, advisory, and training activities, in order to improve the implementation of the NATO LL Capability across NATO, allies and partners. Depending on availability, the JATT may be able to deliver tailored on-site or virtual LL training, based on the customer's requirements. For more information on LL training offered by the JATT, visit the JALLC website or contact the JATT at [jattpoc@jallc.nato.int](mailto:jattpoc@jallc.nato.int).

## 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.



# 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 JALLC's support to exercises and operations is multi-faceted and comprises a number of different activities. 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. The JALLC aims to support up to 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 will often be simultaneously supporting up to 10 exercises, at different stages of their development and execution.

The core role of the team is to 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 the JALLC's team to participate in Exercise Planning Groups and Exercise Planning Conferences. The JALLC's team also contribute to the review and 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. Where appropriate the JALLC Advisory and Training Team (JATT) can also be involved, providing training to LL staff in NATO Commands ahead of exercises and operations.

As a secondary, but growing, role the team can conduct a Short Term Analysis (STA) on the conduct of an Exercise. Working alongside the Senior Mentors, the team aims to identify higher-level lessons and best practices that can often be missed by the regular Lesson . The observations are supplemented by interviews and documentary research and are then presented as an STA report to the customer, outside of the exercise LL process, and these serve to inform the development of NATO's warfighting capability.

Furthermore, exercises and operations can provide an excellent venue for JALLC to collect observations

and lessons to inform their wider research in the delivery of specific Joint Analysis projects. These projects are not normally directly associated with a specific exercise, and do not contribute to it directly; however, they serve to inform the development of NATO's capabilities, doctrine, policy and procedures – for example JALLC project staff deployed to STEADFAST JUPITER 21 to gain insights into a project on Joint Fires.



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 Operation all over the world as it has done in the past including for the International Security Assistance Force (ISAF) and Resolute Support Mission (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 NATO Lessons Learned Portal (NLLP) Content Analysis (NCA) reports, or NLLP data visualization. All our reporting products are aimed at being user friendly, to the point, and actionable.

### 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 classified NATO Information Portal page. For non classified 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>.

### Short Term Analysis

The JALLC's Short Term Analysis (STA) reports are designed to capture strategic implications of a particular topic in a timely manner in order to inform relevant stakeholders including NATO HQ and the Allies. An STA report contains Lessons Learned information from a wider variety of sources than available in the NLLP and is intended to identify key issues and may include initial recommendations tailored to the needs of senior decision makers. The JALLC handles STA through direct observation, interviews, statistical analysis and documentary research.

### NLLP Content Analysis & Visualizations

The JALLC's NCA reports are intended to support NATO and the Nations in exploiting the Lessons Learned information contained in the NLLP and typically take the form of routine reports that present an analysis of NLLP content and activity over a set reporting period, or ad-hoc reports that present a one-off summary of NLLP content relating to a specific topic of interest.

In addition, JALLC Analysts produce graphics and interactive tools visualizing NLLP data, such as dashboards, which are made available to NLLP users to support them in monitoring, reporting, and exploiting LL information in the NLLP.

You can find out more about these three types of analysis on the JALLC Analysis pages in this brochure.



# 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 assist NATO Lessons Learned practitioners in their Lessons Learned duties and implementation of the NATO Lessons Learned Capability, in order to learn from experience and drive the transformation of the Alliance. It refers to the NATO Command Structure approach to Lessons Learned (Bi-SC Directive 080-006 Lessons Learned), but its content is relevant to the broader Alliance as well as to NATO Partners and other organizations potentially interested in how NATO does Lessons Learned. You can download the fourth edition (2022) from the JALLC website <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>.



