

From the Commander...

It is with pleasure that we bring you this second issue of The Explorer. Since the last issue was published, we have hosted the NATO LL Conference, wrapped up our work from 2010 and started on the Programme of Work for 2011. This issue features the findings from our most significant project of the last quarter year, a study of LL sharing in NATO and the Nations. The main findings—the need for Leadership, Stakeholder Engagement and Information Assurance—were central themes at the LL Conference. This edition will also announce ongoing improvements to the LL Portal and upcoming revisions to our Joint Analysis and NATO LL Handbooks, and describes some of our very exciting Outreach activities. I hope you enjoy this news from the JALLC.

Peter Sonneby
Brigadier General, Danish Air Force

Update from the JALLC PermRep in ISAF

By Maj Jiri Trojanek CZE F

My deployment at HQ ISAF as the JALLC Permanent Representative in ISAF from August to December 2010 allowed me to further the cooperation between the ISAF LL community and JALLC. The HQ ISAF LL staff is hard at work on the common goal of improving operational efficiency and effectiveness while preserving civilians' and soldiers' lives. During my tour, the LL Working Group made progress in development and launch of an ISAF-wide LL collection and dissemination tool: the CIDNE LL Module. Also, HQ ISAF began the monthly release of the Lessons Learned "Top Tip Sheet" which summarizes and broadcasts the Observations, Lessons learned and Best Practices gathered in theatre daily life. Stay tuned for updates as the JALLC works with ISAF to integrate their LL products with the NATO LL Portal.



What's Inside?

Special Feature:

LL Sharing in NATO and Nations
Update from JALLC's PermRep in HQ ISAF

Analysis News

2011 POW Published

Networking with COEs

LL News

LL Portal Prototype Handbook Revision

Outreach News

JALLC Support to the Africa Union

JATT Recent and Upcoming Activities

Special Feature: LL Sharing in NATO

By Lt Cdr Doug McNichol CAN N

JALLC recently completed a nearly eighteen month long study of the lessons learned process and lesson sharing in NATO and Nations. The final report, which built upon emergent requirements to analyse specifically the lessons learned process in ISAF, makes some key observations on the NATO-wide lessons learned process and how it can be improved.

Firstly, it was noted that where LL processes work, they generally work independently within national stovepipes. Most ISAF and KFOR lessons are observed by tactical units, using national communications and IT systems. Many of these observations or lessons are not migrated to the NATO systems to share with allied forces. Even where they were shared, there are even fewer units that had a systematic procedure to gather the observations or lessons of others and incorporate them into their own training and planning. Essentially each unit or nation had to experience the problem for themselves before they could learn the lesson.

It was also observed that there is a prevailing attitude that LL are a bureaucratic step in the conclusion of an operation or exercise, rather than an essential step in the preparation and planning of the next operation or exercise. One simply writes up the observations and that is it. Miracles occur and we're all collectively smarter as a result. Few seem to recognize the link between staffing observed deficiencies and problems and improved operational effectiveness and lives saved. There



The Slovenian Ambassador to Portugal, H.E. Bernarda Gradišnik, arrives at JALLC to discuss sharing national LL.

was little recognition that the observations required analysis to ascertain the real cause of the problem and the best solution, and then to provide that solution to those involved in future ops for their training and/or planning.

The essential difference between LL systems that worked and those that didn't was leadership engagement. In most operations, there are more tasks than staff time. We all prioritize our work based upon our perception of commander's or mission need. Given the attitudes discussed above, if the Command Group was not personally involved in LL, it quickly fell to the bottom of the task list. Where commanders showed personal interest in the outcome, and assigned resources with appropriate priority, lessons were learned.

(Continued on page 2)

(Continued from page 1)

An excellent example of the LL process working is IED training. Each incident is documented and analysed, looking for new enemy TTPs and equipment, as well as our own responses and results. This analysis leads to recommendations for better mitigation TTPs and/or new equipment as required to reduce the impact IEDs. These results are quickly and widely disseminated and incorporated into mission training and planning, saving lives. The IED process is successful because it has wide support at all levels of command, and assigned commensurate time and support. Everyone sees the clear link between the observation/analysis process and lives saved. Unfortunately other LL processes don't share that same perception of benefit of more effective missions and lives saved resulting from the efforts expended.

Since publication in November, all recommendations in the report have been endorsed by the Strategic Commands.

JALLC Member in the Spotlight

Lt Cdr Doug McNichol Canadian Navy



Lt Cdr M^cNichol has been an analyst officer at JALLC since July 2008. Born in Maracaibo, Venezuela, and raised in Caracas till he and his family returned to Canada at age seven and he grew up in Toronto. He trained in both anti-submarine and mine

warfare and has served as Combat Officer of HMCS IROQUOIS and Executive Officer of HMCS ANTICOSTI.

Lt Cdr M^cNichol has extensive joint experience, having served with the Canadian Deployable Joint Headquarters 2000–2004, and with the Canadian Expeditionary Forces Command HQ 2005–2008.

He has deployed twice with the United Nations, UNTAC in Cambodia 1992, and UNMEE in Eritrea 2000, as well as the Canadian Command Element with USCENTCOM 2001–2002, the Multinational Force and Observers in the Sinai Egypt 2004–2005, and most recently as the JALLC Permanent Representative in Kabul 2008.

Upcoming Events

LL Staff Officer Course in Sweden – 14–18 February 2011

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 Pre-Deployment Training in the new HQ ISAF IJC Command Structure** – 31 August 2010
- **ISAF Command and Control** – 01 October 2010
- **The LL Process and LL Sharing in Nations** – 18 Nov. 2010

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

Analysis News JALLC Programme of Work

The JALLC received its 2011 Programme of Work on 01 December 2011. To provide more timely products, JALLC will begin working to a 6-month POW developed twice a year in 2011. The POW consists of four main elements: Prioritised Analysis Requirement List (PARL); support to NATO exercises, training and experimentation; outreach to nations; and maintenance and sustainment of the NATO LL Database. The PARL was developed from analysis requirements from across NATO. 37 topics were submitted by NATO HQs for consideration, of which six were accepted onto the PARL. The analysis requirements cover the following subject areas: the co-ordination of NATO and EU efforts in counter piracy operations; shortfalls in the NATO Crisis Urgent Requirement process; Intel functions across the NCS; ACO assessment capability; DJSE development; and ISAF Pre-deployment Training. The JALLC will commence execution of all six requirements during the first six months of 2011. Meanwhile, SHAPE and ACT have issued the calling letter for requirements for the second half of 2011. Please submit your proposals!



By LTC Blake Nash CAN A

For the past several years the JALLC has occasionally worked with various NATO Centres of Excellence (COE). This has generally been for specific JALLC analysis projects where COE Subject Matter Experts have teamed up with the JALLC. The COEs for Command and Control and Civil-Military Cooperation are two that have regularly assisted the JALLC in the past.

In the interest of leveraging further benefits from this mutual cooperation, Commander JALLC met with many of the COEs at the 2010 NATO LL Conference held in Monsanto in October 2010. He was encouraged by the interest shown by the COEs in increasing the sharing of information between themselves and the JALLC, and in exploring the possibilities for working together on analysis studies and projects of mutual interest.

The JALLC thanks the COEs that have responded with their feedback and recommendations and will be connecting with them in the months ahead. We also encourage other COEs to contact us with feedback or suggestions for areas of future cooperation.

Outreach News

JALLC Supports African Union Exercise AMANI AFRICA



The AMANI Evaluator Team with trainers. The author is third from right.

By Mr Chuck Ridgway

In October, JALLC was invited to participate in the African Union's (AU) Exercise AMANI AFRICA in Addis Ababa, Ethiopia to provide LL training and support. AMANI AFRICA is an exciting step in the development of the African Standby Force (ASF) and is the first command post exercise designed to test the AU Commission – Peace Support Operations Division's ability to exercise C2 of an ASF peacekeeping mission.

An important product of the exercise was to be the Evaluation Report and for this purpose an AMANI Evaluation Team was formed from members of the AU, officers serving in national or UN posts and academics from a variety of African strategic research institutes—a high-powered team, with a senior AU diplomat, Dr Solomon Gomes, as Team Leader and four brigadiers, four Ph.Ds, and six full colonels.

In order to prepare for their evaluation task, the team participated in a training programme led by NATO's Operations Preparation Directorate (OPD) over the preceding nine months. The final step in this programme was the Evaluator Induction Course held in the last three days before the exercise began. In addition to the evaluator training support provided by OPD, JALLC was invited to provide lessons learned training and support.

To meet this need, JALLC dispatched me to Addis Ababa who provided training on lessons learned to the whole team, worked with the report writing team on how to produce the evaluation report inside the tight time limits (one week after the exercise) and provided some data collection tools for the team's use.

JALLC's direct participation ended with the Induction Course, but the OPD members remained for the exercise and reported that the evaluation went well. And right on time the Evaluation Team published a candid, thorough report highlighting successes and shortcomings and making strong recommendations that should help AU leadership further develop the ASF concept. In fact, this report could be considered the standard for timeliness and thoroughness that NATO should expect from its own post-exercise analysis.

For JALLC it was an honour to be able to contribute, in however small a part, to this historic event and JALLC will continue to be available to support the AU when invited.

*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*

Recent and Upcoming JATT Activities

At the end of 2010 the JALLC Advisory and Training Team (JATT) can look back on a turbulent year while preparing for the next. Where 2010 was a reactive year, 2011 will be a proactive one. Besides internal training for the JATT and supporting staff in order to prepare for next year's engagements, the final activities in 2010 included visits to German LL Staff Officers Course and supported the *Einsatzqualität* block at the German War College. In order to better reach the PfP nations a JATT officer attended the E-Prime course. The EOD CoE visited the JATT and the JATT supported the NATO LL Staff Officer Course in Stockholm, the success of which is reflected in the number of applicants: in 2010 an extra course had to be organized to cater to all of them.

For 2011, the JALLC Programme of Work was presented with the JATT plan attached. The focus for early 2011 is on supporting the JFC commands in adjusting the LL process to the DJSE concept. JFCs Lisbon and Brunssum are the current focus, targeting branch heads and directors for awareness and JPALL branch for training and positioning. The JATT will help NATO School Oberammergau develop LL course material, with special attention on the Senior Officers Policy Course, and support to the April LL Staff Officer course. The JATT will follow up an initial visit in 2010 to MOD Hungary and the Joint Command LL staff with training on making observations, analysis and observation collection. Finally, outreach to Partners will be supported by attending the MCD Working group in Luzern.

Lessons Learned News

NATO Lessons Learned Portal

By LTC Eddie Vitalis ROU A

The NATO Lessons Learned Portal was born from the apparent need of sharing lessons learned (LL) within and outside the Lessons Learned Community, among the NATO nations, PfP countries and other partners. It was developed to be a Lessons Learned Information Exchange System and it consists of two main parts, the managed NATO Lessons Learned Database (LLDb) area and the Information and Knowledge Sharing Area (IKSA).

The Managed LLDb area provides you with necessary info, how to access the NATO LLDb and also a link to the NATO LL login page.

The IKSA provides the functionality for users to access, store and retrieve LL related information, discuss issues on forums and to find and contact members of the LL community. Also you can find and join sub-communities of a common interest on a specific topic.

Another section holds links to save time for all those interested in visiting the NATO LL bodies web/WISE pages, comparing, and searching through the network for information related with LL.

The portal is reachable on both NATO Classified and Unclassified networks with a similar structure, but each has a different content for classification reasons.

The classified portal is accessible by any user with access to the NS network; for the unclassified network an application form needs to be filled in and submitted to JALLC. An account will be created within 24 hours.

We invite you to explore the NATO Lessons Learned portal, to get a sense of what it is and help us with your feedback about what is need to be improved or changed.



JALLC is Revising the Joint Analysis and NATO LL Handbooks

by LTC Blake Nash CAN A

Over the upcoming months, the JALLC will be updating the Joint Analysis Handbook and The NATO Lessons Learned Handbook. The Joint Analysis Handbook was first published in 2005 as a tool for the conduct of analysis in support of Lessons Learned processes. The third edition was published in October 2007 and it is now time for another revision. The first edition of the NATO Lessons Learned Handbook was issued in electronic format in October 2010 with the intention of publishing it in hardcopy handbook format by mid 2011. The JALLC is commencing work on revising both handbooks shortly, so in order to ensure the best results, we encourage feedback from you in the Lessons Learned Community. In particular, we are looking for recommendations as to subject areas that have either not been covered or that require expansion.

We ask that you send us your feedback by the end of February 2011. Please send your feedback to

llh@jallc.nato.int.

Check it Out: the new **LL Capability Discussion Forum** on the LL Portal at

<http://jallc.nato.int>



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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.

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