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# FROM THE COMMANDER...



This edition of the Explorer has a special focus on the upcoming NATO Lessons Learned Conference which takes place from 20 to 22 March this year.

The Conference takes on a new and improved format this year with the usual seminars and presentations being replaced with syndicate work to really try and get the most out of this golden opportunity to bring NATO's Lessons Community together. This year, Supreme Allied Commander Transformation (General Denis Mercier) has asked Conference participants to look at how Lessons related efforts from an interoperability perspective and to assess how the NATO Lessons Learned Optimization Action Plan is doing.

Both are key topics in terms of NATO's Lessons Learned Capability at the moment and I am sure that the outcome of this year's Conference will go to contributing to NATO's transformation in this respect. I refer you to the special feature inside this edition of the Explorer for more detail.

This edition also features a special on some of the communications activities that the JALLC has been conducting to raise awareness of the JALLC's activities and, in particular, the NATO Lessons Learned Portal.

Of course, you can also find the latest news on what's been happening at the JALLC since our last edition and enjoy the new look and the new logos which are now incorporated into our magazine. Happy reading.

**Mário Barreto**

*Brigadier General, Portuguese Air Force*





## Our Crystal Anniversary

On 20 September 2017, the JALLC celebrated its 15th anniversary with an official ceremony at the JALLC's headquarters on the Portuguese Air Force base in Lisbon. In addition to staff and families, distinguished guests included Ambassadors of Allied Nations, Supreme Allied Commander Transformation (SACT), General Denis Mercier, and the President of Portugal, Marcelo Rebelo de Sousa. The ceremony included remarks from the JALLC's Commander, SACT, and the Portuguese President as well as the presentation of certificates for long-standing JALLC employees and two individual awards. Following the ceremony, a plaque was unveiled by the Portuguese President in the lobby of the JALLC's building.

The JALLC's Commander, in his remarks, noted that although the JALLC is technically a backward looking organization as it analyses lessons from the past, it continuously works with an eye on the future, directly and indirectly contributing to NATO's transformation through its analysis reports and through its work as custodian of the NATO Lessons Learned Portal, NATO's centralized hub for all things related to understanding how NATO can learn from its past experiences..

SACT noted that the JALLC's data collection and analysis capabilities are invaluable to the transformation of the Alliance and that the JALLC is expected to play a key role as NATO adapts for the future. He explained that translating lessons into usable data for the benefit of the whole Alliance, through the NATO Lessons Learned Portal, will be paramount to NATO's efforts to meet challenges now and in the future.

Finally, the President closed the speeches with an address that emphasized the founding role of Portugal in NATO, and reiterated the country's commitment to the Alliance. He noted that although times may have changed since its inception, NATO has changed with the times and remains as relevant as ever stating that although Portuguese Presidents and governments may come and go, Portugal's commitment to NATO would remain the same.





Following the remarks, employees with 5, 10, and 15 years of service were recognized with certificated presented by the JALLC Commander.

Two JALLC employees were also recognized during the ceremony for exceptional service. LTC Paulo Goncalves was awarded the medal for Distinguished Services. "I am very honoured to be distinguished in this way, today on this special day for the JALLC," he said about the recognition. "It was an honour, or something else that shows how much he appreciated the award."

Ms. Jodie Lazell was awarded the Medal of St. George for her services to the JALLC and to the Portuguese Ministry of Defence. "It was an honour to receive such an award from the Portuguese President," she remarked. "I am so fortunate to work



honour of the celebration. Staff members were able to enjoy the occasion with their families and visiting dignitaries, offering the opportunity for the whole JALLC family to celebrate the momentous occasion.

In addition to the ceremony, the Crystal Anniversary was commemorated through a book, *15 Years of the JALLC*, explaining the organization's mission and activities, as well as celebrating 15 years of achievements. Additionally, a special edition of the JALLC's newsletter, *The Explorer* was published with both academic and personal articles written by JALLC staff members. Both of these publications were presented to guests at the ceremony, and JALLC employees after the event. They can also be downloaded from the JALLC website.

These special JALLC publications are also the first written products to display the JALLC's new shield which has been developed in conjunction with the 15th anniversary to better reflect the organization's present role, activities, and place within the Alliance.

The owl was carefully selected as a symbol of knowledge, drawn as a stylized image and in harmony with the NATO compass. The owl is in a dominant position on the shield, representing its strength, but placed below the NATO compass to signify subordination to the Alliance. The owl is flying with spread wings representing symmetry and balance while moving forwards.



with the great people of the JALLC in support of NATO missions, and I couldn't be happier to be part of the celebration."

The ceremony was flawlessly executed, thanks to the tremendous effort of the whole staff leading up to the event. A dress rehearsal was held the day prior to ensure that the smallest detail was taken care of when dignitaries and the President arrived at the JALLC.

Following the ceremony, a reception was held at the Officers' Messon base. The Portuguese President and SACT joined the JALLC Commander in singing Happy Birthday to the JALLC and cut a cake in



# News

## JALLC produces video on the NATO Lessons Learned Portal

As a part of the JALLC's activities to raise awareness for the JALLC, its activities and, in particular, the NATO Lessons Learned Portal, the JALLC recently developed a detailed Communications Plan for the coming two years. The plan included the development of a promotional video on the NATO Lessons Learned Portal (the Portal) and its importance to the NATO Lessons Learned Process and NATO as a learning organization. The video is intended for public viewing but is mainly aimed at those working for NATO and was published earlier this year on the JALLC's YouTube channel: <https://www.youtube.com/watch?v=RC8SnWgnoYM>.

The Portal is the Alliance's centralized hub for all things related to Lessons Learned and is managed and maintained by the JALLC, acting as NATO's leading agent for Lessons Learned. Observations and Best Practices that may lead to Lessons to be Learned can be submitted to the Portal, where the JALLC will ensure that they find their way through the NATO Lessons Learned Process.



The Portal is effectively the gateway to the NATO Lessons Learned Process which is how we learn as an organization and transform the Alliance. Once data (i.e. something we think needs to change) is fed into the Portal, trained and experienced Lessons Learned Staff Officers can analyse that data to determine whether or not it can be turned into Lesson Identified which needs to be endorsed and implemented. If it is a Lesson Identified, then concrete action is taken to make necessary changes within NATO. Once those changes have been implemented and validated, we have *learned* the Lesson and it can be disseminated throughout NATO so we don't repeat mistakes and learn from our successes.

The Portal also contains dedicated areas for specific Communities of Interest (COI). These COIs can be requested by a sponsor organization and are set up by the Portal Managers at the JALLC but managed and populated by the sponsor organization.

**It is your Portal, you make it work.**

**Follow us on Facebook, YouTube Chanel or on the JALLC Website and see the new video about the Portal and more information about the NATO Lessons Learned Process.**

**Visit the Portal:**  
**<https://nllp.jallc.nato.int>**



# News



## NATO Secretary General, Jens Stoltenberg, visits the JALLC

On the morning of 26 January 2018, the JALLC received the visit of NATO Secretary General, Jens Stoltenberg. The Secretary General was accompanied by the Portuguese Minister of Defense José Azeredo Lopes and several other NATO and Portuguese dignitaries. During the visit to the JALLC, the Secretary General had an office call with the JALLC Commander Brigadier General Mário Barreto, followed by a briefing

about the refocused mission of the JALLC. After the briefing, the Secretary General addressed the staff of the JALLC, thanking them for the good work the Centre has been doing for the past 15 years, and expressing his confidence in the restructuring process the JALLC is undergoing in order to lead the Lessons Learned Process in NATO. In his address, he stated that: *"The JALLC is key for NATO's adaptation."*

He emphasized this point with the example of a JALLC analysis report on Defence Metrics, which he often uses as a reference in discussions with Nations, particularly regarding the issue of burden sharing in NATO. Referring to Lessons Learned activities, the Secretary General said: *"At the end of the day, this is all about saving lives."* He finished by thanking all JALLC staff members for their commitment and contribution to the Alliance's shared security.





## JALLC received the visit of the Norwegian Ambassador to Portugal

On 30 January 2018, the JALLC received the visit of the Norwegian Ambassador to Portugal, His Excellency Anders Erdal. The Ambassador had an

Office Call with the JALLC's Commander, Brigadier General Mário Barreto, followed by a briefing on the JALLC's mission, activities, its role, and overall contribution to the Transformation of the Alliance.

The ensuing discussion among the Ambassador and the JALLC's staff attending the briefing, provided the diplomat with an improved understanding of the Centre's latest analytical projects and Lessons Learned related activities.

This visit formed part of the JALLC's wider outreach and communications plan which is intended to increase the JALLC's visibility both inside and outside of NATO as well as improve the understanding of the JALLC's activities and contribution to NATO.





# News



## Chief of Staff of NATO Communications and Information Systems Agency visits JALLC

NATO Communications and Information Agency  
 Agence OTAN d'information et de communication



On 01 February 2018, the JALLC was visited by the Chief of Staff and Deputy Director of the NATO Communications and Information Systems Agency (NCIA), Rear Admiral Thomas Daum (German Navy). During the office call, the JALLC's Commander, Brigadier General Mário Barreto, and Rear Admiral Daum shared and discussed their strategic visions of NATO and the new Cyber Domain of Warfare. This was a particularly interesting visit for both NATO bodies as the JALLC is currently in the process of developing and improving the NATO Lessons Learned Portal and the NCIA is a key NATO entity in which regards software development.



Another topic discussed was the upcoming NATO Lessons Learned Conference which will be organized by the JALLC in Lisbon during the month of March 2018. During the conference Allied and Partner nations' officers will have the chance to provide feedback about the tools and processes NATO is using within the Lessons Learned environment.



The visit ended with the Rear Admiral signing the book of honour, where he expressed the intention to carry on supporting the JALLC in its Information Technologies requirements.



## The NATO Military Committee visits Allied Command Transformation in Lisbon, hosted by the JALLC

At the invitation of Supreme Allied Commander Transformation (SACT), General Denis Mercier, the Military Committee held their annual meeting with Allied Command Transformation (ACT), but this year SACT chose to invite the MC to visit the Joint Analysis and Lessons Learned Centre (JALLC) in Lisbon, Portugal. The meeting was held at both the JALLC's facilities in Lisbon and the facilities of Naval Striking and Support Forces NATO (STRIKFORNATO) HQ on the Reduto Gomes Freire base in Oeiras which afforded the MC the opportunity to meet with representatives from both organizations and see the site for the NATO Information and Communications Academy (NCIA), which is currently being built there.

After receiving full military honours, General Petr Pavel, the Chairman of the MC (CMC) and the Military Committee received warm welcomes from Chief of Staff HQ SACT, Air Marshal Graham Stacey and the Commander of JALLC, Brigadier General Mario Barreto, before embarking on their two-day formal meeting session which began with a briefing on the JALLC and how it has been refocusing its activities to better support NATO's Lessons Learned Process as part of the NATO Lessons Learned Optimization Plan.





The focus of the Military Committee's two-day meeting was adaptation and innovation, as part of the continuous effort to ensure the Alliance addresses both current challenges and tasks as well as keeps pace with technological and operational changes.



In order to gain deeper understanding and awareness, the Military Committee received subject matter expert briefings from senior military and civilian officials from ACT, NATO HQ Consultation, Command and Control Staff (NHQC3S), NCIA, NATO Maritime Command (MARCOM) and STRIKFORNATO. Topics of discussion included NATO Command Structure adaptation, long term military strategic considerations, Cyberspace, emergence of disruptive technologies, and Maritime domain. The visit will also assist ongoing work for the 2018 Summit in Brussels.

At the joint press conference with General Mercier, General Pavel stressed: *"The Military Committee's visit to ACT in Portugal is very timely, as our discussions will be reflected in products for the July NATO Summit and beyond. NATO must be prepared as much for the now as for the future. With an ever changing and complex international security environment affecting strategic assumptions, it is essential that we operate and adapt at the same time."* SACT noted that, bringing the MC to Portugal was important to highlight the way in which the JALLC has worked to very quickly refocus their activities to meet the needs of the Nations in terms of NATO's Lessons Learned Process and that the JALLC remains important to ACT and the Alliance as a whole.

The joint press conference was followed by discussions and one-to-one interviews with journalists from Portuguese television networks and other media.

In conjunction with the MC visit, General Mercier and General Pavel also met with the Portuguese Minister of Defence, Mr. Jose Alberto de Azeredo Lopes and the Portuguese Chief of Defence, General Artur Pina Monteiro.





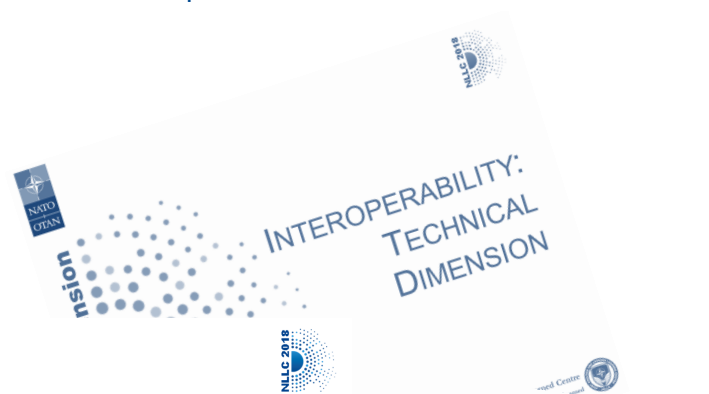


# NLLC 2018

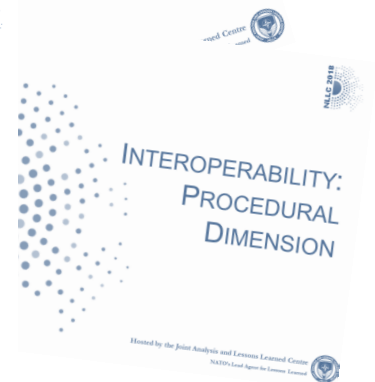
NATO defines interoperability as the ability to act together coherently, effectively and efficiently to achieve Allied tactical, operational and strategic objectives. Interoperability reduces duplication, enables pooling of resources, and produces synergies among the 29 Allies, and whenever possible with partner countries. NATO recognizes three dimensions of interoperability: technical (including hardware, equipment, armaments and systems), procedural (including doctrines and procedures), and human (including terminology, training and strategic communication). Additionally, the



NATO Strategy for Enhancing Interoperability introduces information as a cross-cutting element. Lessons are a key learning component for understanding and improving interoperability of the Alliance, but as a process, Lessons Learned has its own interoperability implications—namely the sharing and exchange of lessons. By looking at the sharing and exchange of lessons within the three dimensions of interoperability, the syndicates aim to meet the JALLC Commander’s intent of the NLLC 2018 to, specifically: Identify concrete recommendations and lessons to improve NATO’s Interoperability of Lessons Learned, including information exchange, with Allies, Partners and Non-NATO Entities; and Identify requirements and ways to improve interoperability of Lessons Learned among Lessons Learned repositories.



## INTEROPERABILITY: HUMAN DIMENSION



Hosted by the Joint Analysis and Lessons Learned Centre  
NATO's Lead Agent for Lessons Learned



# NLLC 2018

## Technical Dimension



### Interoperability: Technical Dimension

The technical dimension syndicate aims to provide a forum for participants to discuss constituent elements of existing and future technical solutions, as part of NATO's Lessons Learned Capability, and their alignment with the NATO Lessons Community's requirements. It seeks to support the effective and efficient development, implementation and utilization of a technical Lessons Learned solution successfully serving both day-to-day and long-term needs of the Alliance in its efforts to be a learning, innovation organization.

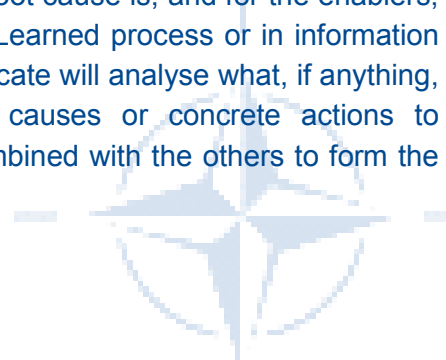
Informed by a briefing delivered by JALLC Research Analyst Mr. Stefan Olaru outlining the key themes of a recent JALLC paper for the Supreme Allied Commander Transformation and challenge by some out-of-the-box *what if?* questions posed during the syndicate sessions, syndicate participants will be asked to share their experiences, perceptions, and considerations with regard to the generation of user requirements for a next generation technical Lessons Learned solution. Syndicate participants will be asked to reflect on topics such as the diversity of the Lessons Learned-user community, the complexity of the information exchange environment, data analysis approaches and tools as well as a feedback and visibility function throughout the Lessons Learned process. The deliverable of this syndicate will be combined with the other syndicate deliverables to form the final Conference statement.

## Procedural Dimension



### Interoperability: Procedural Dimension

This syndicate will be supported by an external Subject Matter Expert Mr. Nick Milton. The syndicate will be divided up into various sessions and include brainstorming to promote divergent thinking to identify a set of procedural-related barriers and enablers to sharing information and lessons. Participants will then be asked to look at this set of barriers and enablers through organizational and individual lenses in order to refine some ideas and to identify additional ideas. The syndicate will aim to create a better understanding: for each of the barriers, where the issue occurs in the Lessons Learned process or in information sharing, how it manifests itself, and what the possible root cause is; and for the enablers, where the issue supports the Lessons Learned process or in information sharing, and what can be done to institutionalize it. Finally, the syndicate will analyse what, if anything, may be done in the NATO context about the identified root causes or concrete actions to institutionalize enablers. The outcomes of this syndicate will be combined with the others to form the final Conference statement.





# NLLC 2018

## Human Dimension



### Interoperability: Human Dimension

This syndicate will also be supported by an external Subject Matter Expert, Mr. Marvin Thordsen, who is a career behavioural analyst, researcher, and training specialist with over 30-years' experience. The syndicate work will commence with participant introductions and a brainstorming session to promote divergent thinking and begin to identify the *universe* of human-related barriers and enablers to sharing information and lessons. Participants will then be asked to look at that *universe* of barriers and enablers through organizational and individual lenses in order to refine some ideas, identify additional ideas, and to prioritize them in order to identify major concerns for further examination. Further examination will take the form of deep dives into individual priorities, aiming to understand *where* the issue occurs in the LL process, *how* it presents itself, and *what* the possible root cause is. The deep dives will be conducted by syndicate participants working in small teams. Finally, the syndicate will reconvene to analyze what, if anything, may be done in the NATO context about the identified root causes and actions to institutionalize enablers. The outcomes of this syndicate will be combined with the others to form the final Conference statement.

## NLLOAP



### NATO Lessons Learned Optimization Action Plan

In June 2017, the NATO Lessons Learned Optimization Action Plan (NLLOAP) was approved, aimed at improving the effectiveness of the NATO Lessons Learned Policy implementation. The Action Plan (56 actions) is centred around four lines of effort effectively covering the following topics:

1. Governance,
2. Cultural Adaptation,
3. The JALLC's role, and
4. The NATO Lessons Learned Portal.

Concurrently, the adaptation of NATO's Command Structure to better meet today's and future threats, resulted in a new mission for the JALLC focused on being the lead agent for Lessons Learned in NATO. This syndicate will look at each of the four main lines of effort in turn and assess how well the NLLOAP has done so far and what needs to be done going forward to make further and better improvements. Sessions will include brainstorming on leadership involvement in the NATO Lessons Learned Process and cultural change in the NATO Command Structure to support NATO as a learning organization and identify what actions may be taken that could improve stakeholder's mindset and involvement in NATO's Lessons Learned Process. This syndicate will also specifically look at ways to improve the functionality of the NATO Lessons Learned Portal in order to become the single NATO-wide tool for submitting, sharing, storing, tracking, and monitoring lessons from all activities (including Crisis Management, Operations, and Exercises) supporting the implementation of the NATO Lessons Learned Process. Again, the outcomes of this syndicate will be combined with the others to form the final Conference statement.



## Communication is Key

The JALLC has always been a bit of hidden gem in NATO. Not many people within the Alliance, let alone outside of it, really understood what the JALLC was: what we did and how we contribute to the Alliance's transformation.

In 2017, the JALLC's Commander, Brigadier General Mario Barreto, as part of the NATO Lessons Learned Optimization Action Plan (NLLOAP), recognized the need to increase the JALLC's visibility inside and outside of NATO and raise awareness for the JALLC's activities. The NLLOAP is aimed at optimizing NATO's ability to capture and use Observations, Lessons, and Best Practices in order to transform and meet the needs of the Allies. The JALLC has a big role to play in this process and indeed the NATO Lessons Learned Capability going forwards more generally.

In order to project the JALLC's enhanced role in Lessons Learned, the JALLC's newly

formed Strategic Communications Work Group developed a detailed two-year communications framework that is intended to increase the JALLC's visibility among its target audiences and raise awareness for the six key activities the JALLC conducts.

It all began with the development of a new Shield for the JALLC which would better reflect the JALLC's refocused activities. From there, a clear communication campaign was developed for each of the six activities including all the relevant promotional material, internal rebranding, and guidance on its use. The overall communications campaign includes more visible and consistent messaging, the increased use of social media and general web presence, and closer coordination with NATO-wide strategic communications campaigns.

Several key milestones in the campaign have already been met, with the publication of promotional videos on the NATO Lessons Learned Portal and a variety of promotional material being ready for the visit of the Military Committee to Portugal. The next big milestone is the NATO Lessons Learned Conference which has not only undergone a rebranding exercise, but has also changed in terms of its format.

You can see the results of the JALLC's communications activities by watching our videos on the JALLC's YouTube Channel, liking our Facebook page, and following us on Twitter. You can also download copies of our flyers and brochures from our website: [www.jallc.nato.int](http://www.jallc.nato.int).



The JALLC's website hosts a wealth of information on the JALCL's activities, news, events, and projects. Our Facebook page helps to keep our followers up to date on the latest news in NATO and the JALLC. It's also our audiences' line of communication to us and we're always happy to respond to comments and queries.



## The JALLC Pin

As a part of the Communication Plan, The JALLC pin was created to be presented to military personnel who served during a minimum period of one year in a JALLC Peace Establishment or Voluntary National Contribution position. The Pin is awarded to those members who have distinguished themselves in their work.. The pin is to be used in military uniform, under respective

national regulations. The first pin went to LTC Klaus Rode, who left the JALLC on 21<sup>st</sup> February 2018.



## The JALLC's six key activities



The NATO Lessons Learned Portal (the Portal) is NATO's centralized hub for all Lessons-related information. It is managed and maintained by the JALLC, contributing to the NATO Lessons Learned Process



Analysis is an important part of the NATO Lessons Learned Process and is key to transforming Observations into Lessons. The JALLC analyses a wide variety of data tackling NATO-wide issues to improve and transform the Alliance.



The JALLC develops its education and training programme to ensure that the best possible courses are provided on Lessons and Analysis related topics in support of the NATO Lessons Learned Process.



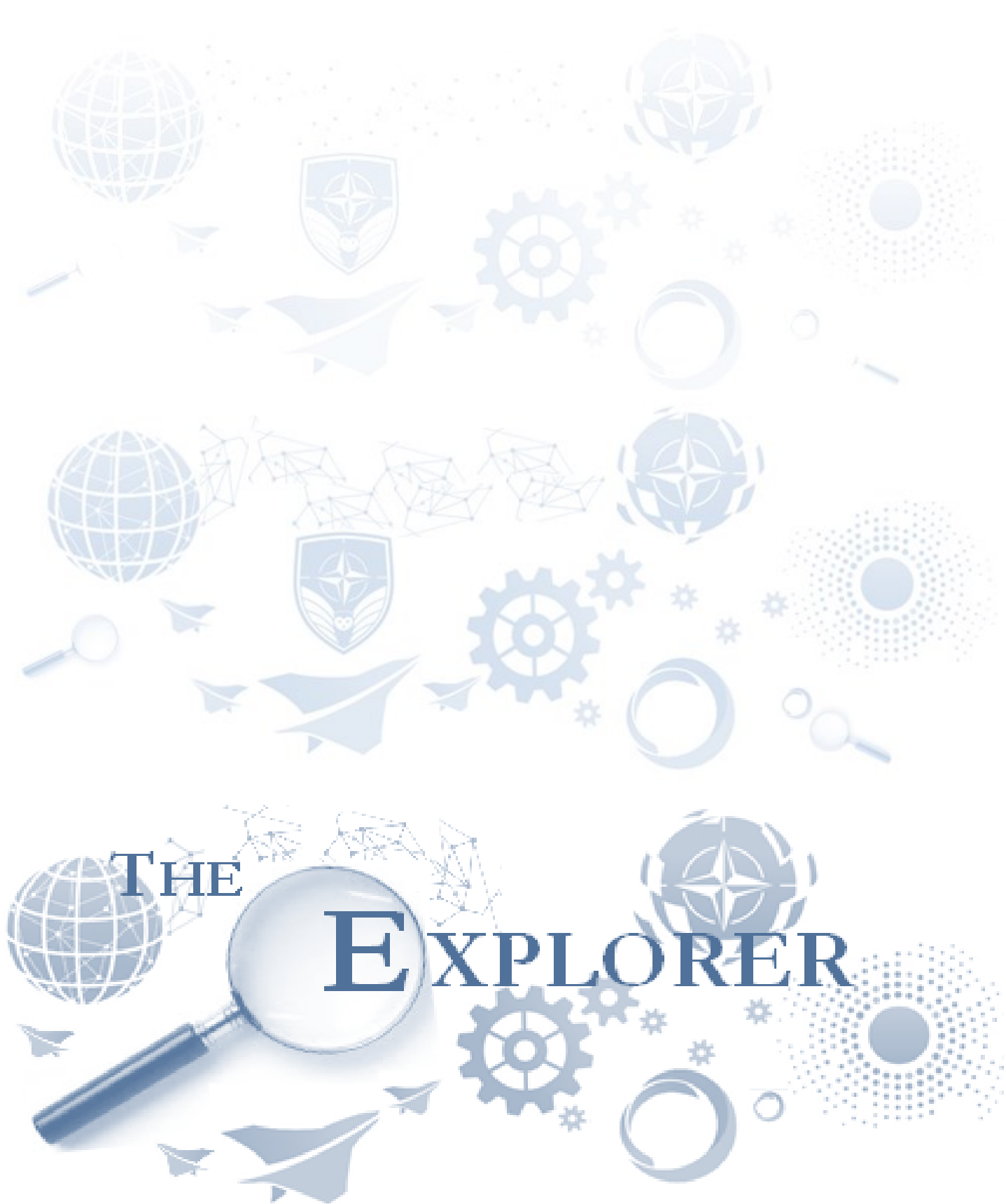
The JALLC Advisory & Training Team (JATT) ensures that NATO's Lessons Learned Process and the underlying capability is widely known and used throughout NATO through tailored training and support.



The JALLC supports NATO by providing education and/or training to the exercise's Lessons Learned staff and Key Leaders, and if necessary, supports the analysis process, allowing staff to turn observations into Lessons.



The Lessons Learned Conference is NATO's Lessons Community's main event to get together and discuss Lessons-related topics.



THE

# EXPLORER



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