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# FROM THE COMMANDER...



It is my immense pleasure to present this issue of The Explorer, not only because this is my first opportunity to introduce myself as the JALLC's Commander to the readers of our Newsletter, but also because this edition of The Explorer is full of interesting news about past, present, and future activities at the JALLC.

This edition introduces the New Technologies Event 2018, which is a new Lessons Learned Event concept for the JALLC and sees our Industry and Academia partners joining us in October in our quest for technological improvement to the NATO Lessons Learned Process.

You can also read about the Change of Command ceremony which took place earlier this year in July at which we said goodbye not only to the JALLC's former Commander, but also to Supreme Allied Commander Transformation, General Denis Mercier. We have also said goodbye to the JALLC's previous Chief of Staff and I'm very happy to welcome Colonel Paulo Rodrigues to the JALLC as the new Chief of Staff.

We have some interesting feature articles on our Support to Exercises activities, an article written by our interns, and also one on the NATO-Wide Executive Development Programme which was successfully completed by one of our staff members in May this year.

Finally, I'd like to say that I'm looking forward to my time at the JALLC which looks set to be a busy but interesting time for this HQ.

**Antonio Nascimento**

Brigadier General Portuguese Air Force





On 16 July 2018, Portuguese Air Force Brigadier General Antonio Nascimento assumed command of the JALLC from Supreme Allied Commander Transformation (SACT) General Denis Mercier.

General Mercier had made the trip from the USA to Portugal especially to attend the ceremony and as part of his farewell tour of Allied Command Transformation (ACT). He took the opportunity to stress his admiration for the JALLC's work and its key role in ensuring the improvement, innovation, and transformation of the Alliance.

The Change of Command ceremony was also an opportunity for the Portuguese Chief of Defence Admiral Antonio Silva Ribeiro and representatives from NATO, including Military Attachés and Portuguese Flag Officers, to congratulate Brigadier General Mario Barreto on a job well done as the JALLC's Commander over the past two years and to welcome Brigadier General Nascimento.

During the ceremony, Brigadier General Barreto reminded the audience of the achievements of the JALLC over the past two years:

- the new visual identity of the JALLC, which better represents the JALLC's refocused mission and its position in NATO;
- the improvements to the NATO Lessons Learned Portal in terms of the quantity and the quality of data, continuing its development as NATO's single tool for Lessons Learned; and
- a new format for the NATO Lesson Learned Conference, which better seizes the opportunity to be an open forum for constructive discussion within the Lessons Learned Community.

After the formal change of command ceremony, during which the JALLC flag passed symbolically between the commanders, the JALLC's new commander Brigadier General Nascimento addressed the audience, noting that his first impression of the JALLC was very positive and that, despite the relatively short time he will lead the organization (one year), he intends to make that time count.





Supreme Allied Commander Transformation closed the ceremony with a few words of thanks to the JALLC and its staff, noting the ability of the JALLC to adapt quickly to its refocused mission and welcomed Brigadier General Nascimento to NATO, Allied Command Transformation, and the JALLC.

Brigadier General Nascimento is not new to NATO and has great experience in driving Lessons Learned processes, having served on a three-year assignment at SHAPE as Section Head of the Force Standards and Lessons Learned Section of the Readiness and Requirements Directorate. Brigadier General Nascimento was born in Lisbon, Portugal, in 1965. He joined the Portuguese Air Force Academy in 1983 and graduated in 1988, after concluding the Undergraduate Pilot Training in Laughlin AFB, Texas, USA. He qualified as a fighter pilot in 1989 and subsequently acquired extensive experience flying in combat squadrons, both as an operational commander and as an Intelligence/Electronic Warfare officer. He has flown over 2300 hours, the vast majority in the A-7P Corsair II and F-16A/B Fighting Falcon, both in offensive and defensive air operations.

He has held various posts including Air Operational Group Commander, Deputy Air Base Commander, and Air Base Commander. As a staff officer, he was Chief of Defence Plans at the Operational Air Command Monsanto and Chief of Planning Division at the Air Staff in Lisbon, Portugal. He graduated from the Portuguese Flag Officer General Officer Course in 2014.

During his first staff assignment as chief of the Exercises and Evaluation Section at the Air Force Operational Command, he was responsible for planning Air Force exercises and coordinating the participation of air force units in joint national and NATO exercises. He also planned and conducted several national tactical evaluation events to prepare flying units and CRC for NATO Tactical Evaluations. His teaching experience includes teaching in the Portuguese Air Staff and War College.

You can watch a short video of the Change of Command ceremony on the [JALLC's YouTube page](#).



INTERVIEW WITH....

## COMMANDER JALLC

Earlier this year, Brigadier General Antonio Nascimento (Portuguese Air Force) assumed the command of the JALLC. Two months into his command, *The Explorer* caught up with him to ask his views on the NATO-Portugal relationship, the importance of Lessons Learned, leadership, the JALLC and much more.



With a copy of *The Explorer* in his hand, the Commander first spoke about the relationship Portugal has with NATO and the Allies and how Portugal has always been good at “getting along” with other Nations. Historically,

Portugal has always fostered good relationships internationally, and has embraced a universal vision of the world. He noted that mutual respect for each other’s cultural differences and finding a way to work together among the Nations, our Partners and all the different NATO entities is what keeps the Alliance strong.

Regarding Learning Lessons, the Commander noted that, as an instructor and operational pilot, the importance of learning lessons is paramount and very much part of the pilot culture. He explained that the flight safety procedure that pilots use is, in a way, very similar to the NATO Lessons Learned Process, as it provides a process to analyse the root cause of an incident and ensure changes are made to prevent things happening again or to institutionalize good practices.

He went on to explain that, in his experience, *real* learning comes from a sense of a need to change something within, either from a personal or from an organizational perspective. As a pilot, learning from a mistake or failure and being able to change something can actually be a matter of life and death, but it can also be a matter of personal development. With regard to organizational change, he noted that this type of change requires a team effort; the whole organization needs to believe in the change being made or it will fail really to take hold institutionally.

Following on from this idea, he spoke on his leadership style, explaining that he liked to encourage and include his team in the decision making process and that he likes people to feel they can take the initiative and come up with potential ideas for improvement and innovation within the organization.

Finally, he said that he was happy and honoured to be the JALLC’s Commander and that he has felt welcomed by a fantastic group of people who are truly motivated to improve the Alliance. In closing he said: *“I will do my best to help the JALLC Team succeed and move the organization forward.”*

You can read more about Brigadier General Nascimento and the Change of Command ceremony on pages 2-3 of *The Explorer* and a copy of his CV is available at our website: [www.jallc.nato.int](http://www.jallc.nato.int).



## MEDALS AND COMMENDATIONS

16 July 2018 was a very special occasion, not only because it was the Change of Command ceremony for the JALLC, but also because five JALLC staff members—both civilian and military—received medals or commendations for their distinguished services. The ceremony was an occasion to celebrate the hard work and the commitment that every JALLC member puts into his/her service and to acknowledge the particular efforts of a number of individuals. Two Portuguese medals were awarded by Admiral Antonio Silva Ribeiro, Portuguese Chief of Defence, and two French medals were awarded by General Mercier, Supreme Allied Commander Transformation, who also presented a commendation for outstanding service.

The first Portuguese medal was awarded to Commander Pedro Viegas, Portuguese Navy. Admiral Antonio Silva Ribeiro, Portuguese Chief of Defence awarded Commander Viegas the Portuguese medal of distinguished service, silver level. This medal awards military staff for relevant services of a military nature, or extraordinary actions of any nature that are considered illustrious and result in honour for Portugal or the Portuguese military institutions.



The second Portuguese medal was awarded to Colonel Joaquim Ramalho, Portuguese Army. Admiral Antonio Silva Ribeiro, Portuguese Chief of Defence, awarded Colonel Ramalho with the Portuguese medal of meritorious service, first class. This medal awards individual who show exceptional military qualities and virtues and distinguish themselves by outstanding meritorious achievement or service for which they should be especially recognized.

Then Brigadier General Mario Barreto, former JALLC Commander, received from SACT, General Denis, the French *Médaille de la Défense Nationale*, bronze level. This medal can be awarded to foreign military personnel or civilians who have rendered honourable services particularly important to the defence of France.



The last medal was awarded to Lieutenant Colonel Bruno Jarry, French Air Force. SACT awarded the *Médaille de la Défense Nationale* gold level with a bronze star. This medal distinguishes particularly honourable service rendered by military personnel during their participation in operational activities related to a citation for outstanding performance.

Finally, Senior Operational Research Analyst Katie Mauldin was awarded a commendation from SACT, for outstanding service at the JALLC.





## JALLC'S CONTRIBUTION TO NATO'S ENHANCED FORWARD PRESENCE

As a result of the 2016 Warsaw Summit, NATO has boosted its forward presence in the eastern part of the Alliance, with four multinational battalion-size battlegroups (BG) in Estonia, Latvia, Lithuania, and Poland (B3&P), on a rotational basis. The JALLC was tasked to support Allied Land Command (LANDCOM) in developing an Enhanced Forward Presence (eFP) Handbook that would be based on Lessons Learned since the deployment of the BGs to the B3&P.



A significant number of observations and lessons were collected by the four fully operational BGs and LANDCOM through the implementation of their Lessons Learned process. These observations and lessons were provided to the JALLC, which conducted a three-month-long content analysis, allowing the team to come up with more than 50 good practices, notes, and recommendations which were then grouped into nine different chapters, and a supporting Lessons Learned annex.

The eFP Handbook guides the reader through the development of the eFP BGs and recognizes the importance of implementing a Lessons Learned process by sharing experiences from past eFP BGs with their current and future counterparts.

The eFP Handbook is intended to be a living document and this first edition will likely be followed by updates incorporating new observations and lessons. In order to capture and collect these potential future observations and lessons, the NATO Lessons Learned Portal (NLLP) will continue to serve as a gateway to the NATO Lessons Learned Process.



The JALLC will continue to provide NATO-wide support by analysing these lessons in order to exploit their potential value for the whole of the Alliance.



## JATT HEADS TO RESOLUTE SUPPORT MISSION

The JALLC Advisory and Training Team (JATT) was deployed to Kabul, Afghanistan, from 26 March to 06 April, to deliver Lessons Learned (LL) training. Resolute Support Mission (RSM) is a NATO-led, non-combat mission launched on 01 January 2015, following the conclusion of the previous NATO-led International Security Assistance Force (ISAF) mission, and the assumption of full security responsibility by the Afghan National Defence and Security Forces (ANDSF). Its purpose is to help the Afghan security forces and institutions develop the capacity to defend Afghanistan and protect its citizens in a sustainable manner.

The training was attended by nine RSM personnel, namely LL Staff Officers and LL Point of Contacts. It provided a common understanding of how NATO is a continuously learning organization and the NATO LL capability, thus highlighting the benefits of lessons sharing. The training provided valuable contributions to the development and reinforcing of the RSM LL capability by providing inputs and advice to build a more robust LL collection and dissemination system.



## JALLC PROVIDES TRAINING TO EXERCISE CAPABLE LOGISTICIAN 2019

As part of the preparation for Exercise Capable Logistician 2019 (CL19), representatives of the Evaluation, Analysis, and Reporting Capability (EAR-C) Team came to the JALLC to receive Lessons Learned, interoperability evaluation, and analysis related training from JALLC instructors. Exercise CL19 is a Logistic Standardization and Interoperability Field Training Exercise focusing on logistics command and control, as well as theatre-level logistics. It will be hosted by Poland in Spring 2019.

The EAR-C will assess the interoperability and standardization of the logistical systems and equipment, as well as the commonality of procedures and information/reporting requirements during CL19. These assessments will form the basis for recommendations for improvements that will enhance the overall interoperability and standardization of the logistics systems in support of current and future coalition operations.



The JALLC welcomed the team, highlighting the importance of the EAR-C work and emphasizing the need for such venues as CL19. Further, the importance of standardization and interoperability within the Alliance was noted and participants from the EAR-C were provided with information on the ongoing restructuring efforts at the JALLC, including an explanation of how these improvements will benefit the Alliance.

The EAR-C appreciated the training and support provided by the JALLC and will use the upcoming exercise as a testbed for new LL related technology that the JALLC is currently exploring.



## BUILDING INTEGRITY SEMINAR

The JALLC provided support to a seminar on Building Integrity (BI) organized by the NATO International Staff (Political Affairs and Security Policy Division) which was held on 24 and 25 May 2018. The seminar was held at the Reduto Gomes Freire base in Oeiras, Portugal. The aim of the seminar was to share experiences regarding anti-corruption issues throughout the relevant community of interest, including the NATO Command Structure (Allied Command Transformation, and Joint Force Commands Brunssum and Naples), and representatives from the US and Greece, and from the UN Office on Drugs and Crime.



CDR Gabriel Trouvé, a JALLC Lessons Learned (LL) Staff Officer, and Ms. Katie Mauldin, on of the JALLC's Senior Operational Research Analyst, joined Ms Susan Pond, Head of NATO's Building Integrity Programme, in one of the sessions to lead a discussion on better ways of sharing Lessons Learned and Best Practices. Ms. Mauldin presented how the LL process and tools might increase the anti-corruption capability for the benefit of the entire community of interest. This discussion led to the identification of a number of JALLC activities that may benefit the NATO Building Integrity Programme, such as analysis projects, assessment of the NATO LL Process and Lessons Learned Outreach Engagements.

During the seminar, the JALLC's Chief of Staff Colonel Santos met with the Special Inspector General for Afghanistan Reconstruction Mr Gene Aloise and the Head of NATO Building Integrity Programme Ms Susan Pond. They discussed the possibility of further cooperation between the JALLC and the International Staff to benefit the NATO Building Integrity Programme and embed BI into NATO's core tasks (including defence procurement and operational engagements).



Find out more about NATO's Building Integrity Programme at: <https://buildingintegrity.hq.nato.int/>



## SWEDISH ARMED FORCES VISIT



On May 16 and 17 2018, representatives from the Swedish Joint Analysis and Lessons Learned Division met with their JALLC counterparts in order to improve awareness and understanding regarding the NATO Lessons Learned Process and the JALLC's related roles and responsibilities, to share best practices, and to investigate how the level of cooperation between the two organizations might be increased. The visiting party from Sweden included LTC Martin Bodin, Chief of their Joint Analysis and Lessons Learned Division, Commander Johan Idesjö, and two civilian analysts Mr Michael Aust and Ms Caroline Trulsson.

The JALLC and its Swedish partners have been working together for many years on the now well-established and recognized NATO Lessons Learned Staff Officers Course. This course is held three times a year at the Swedish Armed Forces International Centre (SWEDINT) and sees both JALLC and SWEDINT staff working together to deliver high-value training to NATO and National personnel regarding Lessons Learned activities and processes. The visit confirmed the already deep professional cooperation between the Swedish Armed forces and the JALLC, and both parties expressed their wish to continue and expand this valuable relationship.



**THE ARMY**



**THE NAVY**



**THE AIR FORCE**

From the Swedish Armed Forces website where you can find out more about the organization and its activities:

<https://www.forsvarsmakten.se/en/>



## JALLC's SUPPORT TO EXERCISES

### Did you know that the JALLC provides vital Lessons Learned support to NATO's Exercises?

In order to ensure that Allied Military Forces from different Nations can work together during an operation (what the military call: Interoperability) and that they are ready and responsive, these forces need to train and exercise together on a regular basis.

NATO Exercises come in different formats, including Live Exercises in which actual forces participate, and Command Post Exercises or Computer Assisted Exercises, which are HQ exercises involving commanders and their staffs, and communications within and between participating headquarters, in which NATO and friendly forces, as well as opposing forces, are simulated. All types of NATO Exercises are opportunities for the Alliance to learn what works well and what needs to be improved, so that when our Allied Military Forces are deployed to a mission or an operation, they are fully prepared. Analysis and Reporting of the exercise—which encompasses the Lessons Learned process—are included in the final stages of the exercise process, but the JALLC's support to the exercise Lessons Learned process actually begins right at the start of the exercise planning process, which takes about two years from planning to final reporting.



During the planning phase of the exercise, JALLC subject matter experts provide support and advice, based on Lessons Learned from previous exercises, on the specifications of an Exercise (that's the basic story line of what is going to be practised/tested during the exercise).

During the exercise process, the JALLC also provides Lessons Learned support and advice at relevant milestones where Lessons can and should be captured. Although the JALLC doesn't actively collect lessons or become part of the Lessons Learned team of a particular exercise, it does provide support and advice to the team, and particularly to the Lessons Learned Staff Officers, responsible for collecting and processing Lessons during the exercise.



## Support to Exercises



The JALLC also provides Lessons Learned training to ensure that those responsible for the Lessons Learned Process during the exercise know how to do it, when to do it, and what to do next. This training is vital to ensure that valuable Lessons are collected from the Exercise, properly analysed and processed, and ultimately learned before the next exercise, operation or mission. This is how NATO ensures that it really learns from its exercises.

The JALLC has a dedicated Support to Exercises team and works closely with our NATO Lessons Learned Portal Management Team and our Outreach and Training Teams to ensure that the valuable Lessons from NATO Exercises can contribute to the Improvement, Innovation, and Transformation of the Alliance.

You can find out more about NATO Exercises by following the link to [SHAPE's website page on Exercises & Training](#).

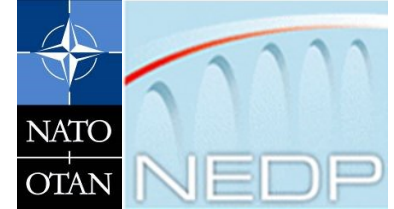
For more information on the JALLC's Support to Exercises, contact us via email at [jallc@jallc.nato.int](mailto:jallc@jallc.nato.int).

Or download a copy of our brochure [here](#).





# THE NATO-WIDE EXECUTIVE DEVELOPMENT PROGRAMME

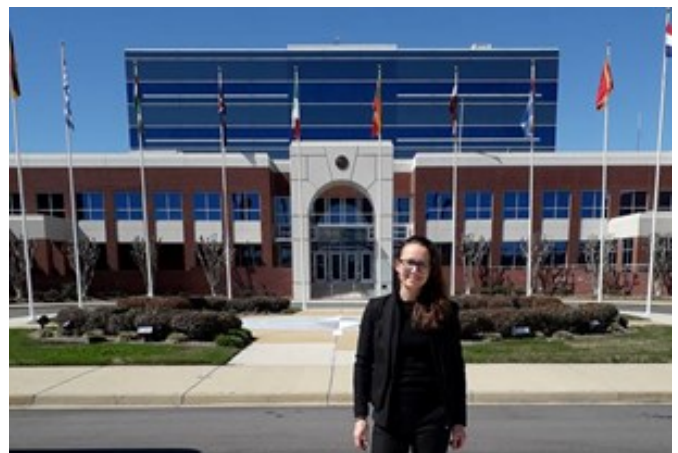


In May 2018, JALLC staff member, Jodie Lazell, successfully completed the prestigious NATO-Wide Executive Development Programme 2017-2018.



The NATO-wide Executive Development Programme (NEDP) is NATO's prestigious nine-month course, designed specifically for civilians working in NATO wanting to expand their NATO-horizons. It consists of a mix of residential and distance learning modules aimed at building and developing a network of talented international civilians from across the Alliance. The intensive course not only enhances the participants' knowledge of NATO, its identity, and core values, but also provides insights into a rapidly changing world and the global security environment.

24 participants are selected each year from across NATO after a rigorous selection procedure to ensure that NATO's best and brightest civilians get the opportunity to expand their horizons and gain a better understanding of the Alliance. The five residential modules see participants travelling across the NATO globe to meet key leadership from NATO HQ, both strategic commands, and various other entities and agencies in NATO that play a significant role in the Way NATO Works. The nine-month distance learning modules take place via an interactive learning platform and cover topics specific to NATO but also more general business management topics.



In 2017, the JALLC's Editor Jodie Lazell successfully applied to the NEDP and began her learning journey with 23 other NEDP participants hailing from all over NATO, including the International Staff, the Joint Force Training Centre, Joint Force Command Brunssum, and the NATO Information and Communications Agency, to name but a few. The journey began and ended in Brussels, with trips to Allied



Command Transformation in Norfolk, Virginia, USA, and to the NATO Defence College in Rome, Italy, which gave participants face-to-face time with NATO leadership to learn about the organization and ask questions.

An important part of the Programme is the analysis project that is assigned to project teams made up of NEDP participants. This year four projects were assigned to the teams covering: Business Continuity, Alternative Analysis, Centres of Excellence, and the project that Jodie worked on: Fostering Alliance Innovation.

The NEDP projects are intended to provide added value for the Alliance and require participants to propose solutions to problems that have been identified by NATO entities who act as project sponsors. The NEDP project teams have the full nine-months to complete the work, including collecting and analysing data, drawing conclusions, and making recommendations, writing a report on the work conducted, and ultimately presenting findings at the final residential module at NATO HQ in Brussels to a distinguished audience of NATO colleagues.

The JALLC is proud to announce that another of its staff has been accepted into this prestigious programme for the next cycle. The JALLC's Senior Operational Research Analyst Ms. Katie Mauldin will join the NEDP for the 2019-2020 cycle. We wish her lots of luck and learning on her journey.

The summary factsheet on the NEDP 2018 Fostering Alliance Innovation report can be downloaded [here](#).





# THE FIRST NATO NEW TECHNOLOGIES EVENT IS HERE!

## New Technologies Event

CONNECT TODAY,  
DISCOVER TOMORROW.

New threats and opportunities may impact the NATO Lessons Learned Process and have already generated challenges in areas such as:

- Data collection
- Data analysis and visualization
- Information tracking and tasking workflows
- Data management and accessibility
- Reporting and Information sharing

From 02 to 04 October, the JALLC will host the very first New Technologies Event. This Lessons Learned Event has been designed in the context of the evolution of the JALLC as NATO's Lead Agent for Lessons Learned and will present an opportunity for representatives from NATO, Nations, Industry, and Academia to get together and discuss potential technological solutions to the Lessons Learned Challenges the Alliance faces.

The Event will include a series of demonstrations and presentations by selected organizations (see below) and will feature trade fair-style booth sessions, during which participants can walk around the stands, network, ask questions, see the technology for themselves, and generally have a chance to interact.

There will also be expert panels which will present and discuss related topics, and plenty of opportunity for participants to engage with questions, and comments.

The objective of this event is to identify potential technological solutions to Lessons Learned-related challenges that can be tested at Exercise Capable Logistician in 2019.

The next edition of the Explorer will feature a summary of the event and reflect on some of the highlights and key findings.



**AIRBUS**

**INDEXIMA**

**ZERO TIME  
TO DATA**

sopra **steria**



ThalesRaytheon**Systems**



**IBM**

**aws**

SPEECH  
PROCESSING  
SOLUTIONS  
**PHILIPS**





# Understanding Lessons Learned

## What are Lessons Learned?

The term Lessons Learned (LL) is broadly used to describe people, things and activities related to the act of learning from experience to achieve improvements. The idea of Lessons Learned in an organization is that, through a formal approach to learning, individuals and the organization can reduce the risk of repeating mistakes and increase the chance that successes are repeated. In the military context, this means reduced operational risk, increased cost efficiency, and improved operational effectiveness.

## NATO's Lessons Learned Capability

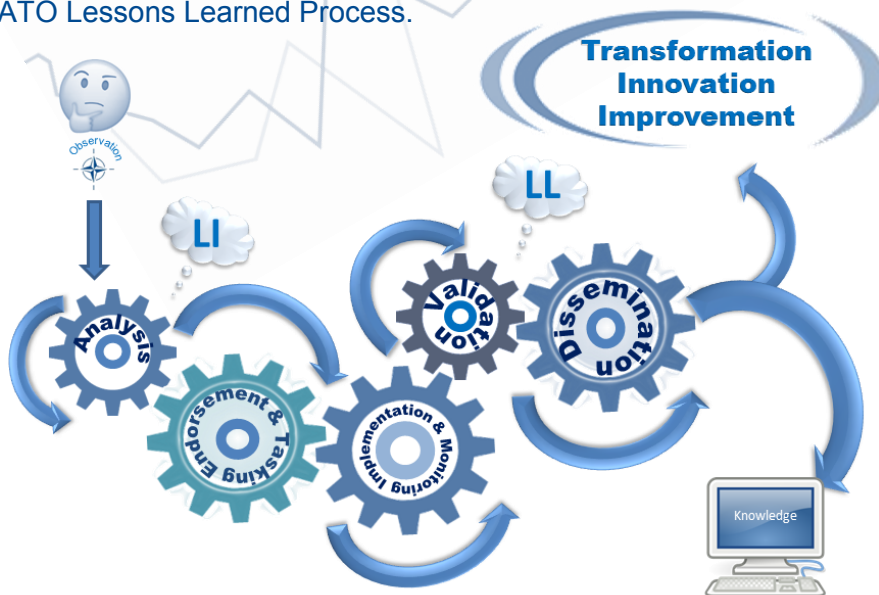
In September 2011, the North Atlantic Council approved the revised NATO Lessons Learned Policy which provides the overarching policy for Lessons Learned in NATO. NATO defines its Lessons Learned capability as follows:

***"A Lessons Learned capability provides a commander with the structure, process, and tools necessary to capture, analyze and take remedial action on any issue and to communicate and share results to achieve improvement."***

The NATO Lessons Learned capability comprises several important elements. Strong leadership support and a positive Lessons Learned mindset across an organization are extremely important, governing the success of real learning, sustained improvement and profitable knowledge-sharing among the Allies.

## The NATO Lessons Learned Process

NATO's Lessons Learned Capability is supported by the NATO Lessons Learned Process which is depicted below and is applied to observations made by anyone within NATO regarding anything the Alliance might be able to learn from; whether a daily routine activity or observations from conducting an operation, from things that went wrong to best practices. All of these observations are run through the NATO Lessons Learned Process.



The JALLC's role in the NATO Lessons Learned process is diverse and each one of our Key Activities contributes to it: from managing submissions in the Portal, to training people on how to use it, and from analysing data looking for (statistical) trends to conducting the analysis phase of the NATO Lessons Learned Process for more complex NATO-wide issues on behalf of SACT.

*The past is where you learned the lesson. The future is where you apply the lesson. Don't give up in the middle.*



*COM JALLC cuts the cake.  
Happy Birthday JALLC!*

On 02 September 2002 the JALLC opened its doors for business for the first time. The precursor body to the JALLC was the Permanent Maritime Analysis Team (PAT) based at Northwood, UK, which conducted operational analysis of NATO maritime exercises using a staff predominantly composed of naval officers. The PAT, suitably augmented,

formed the core of the team tasked with analysis of the NATO Implementation Force (IFOR) and Stabilization Force (SFOR) operations in the Former Yugoslavia. The final report by the IFOR Joint Analysis Team recognized the lack of a standing NATO joint analysis capability, which led to the formation of a NATO Working Group tasked to develop the concept for a JALLC.

The operational requirement for the JALLC was approved by the NATO Military Committee (MC) in June 1997 and the detailed JALLC implementation concept, which also recommended that the JALLC be located in Portugal, was approved by the MC on 07 December 2001. The JALLC was activated on 02 September 2002, was formally opened on 06 December 2002, and was declared at full operational capability on 28 March 2006.

The JALLC's present staff celebrated the JALLC's 16th birthday with an informal barbeque in the JALLC's courtyard. The Commander toasted the JALLC and wished everyone, including the distinguished guests from the Portuguese Air Force, which hosts the JALLC, happiness and good health.



*Unveiling the plaque commemorating the opening of the JALLC which still hangs in the JALLC's lobby today, now next to a plaque commemorating the 10th and 15th anniversaries.*



*Signing the founding documents of the JALLC*



2002 - 2004	2004 - 2007	2007 - 2010	2010 - 2013	2013 - 2016	2016 - 2018	2018 - Present
Major General	Major General	Brigadier General	Brigadier General	Brigadier General	Brigadier General	Brigadier General
Jean-Pierre Roman	Mehmet Çetin	Jørgen Hansen-Nord	Peter Sonneby	Mircea Mîndrescu	Mário Barreto	Antonio Nascimento
Belgian Army	Turkish Army	Danish Army	Danish Air Force	Romanian Army	Portuguese Air Force	Portuguese Air Force



## MEET THE INTERNS

The JALLC participates in [Allied Command Transformation's \(ACT \) internship programme](#). Earlier this year, we welcomed Giuseppe Fersini (right) from Italy, as a Research Assistant intern, assigned to the Lessons Learned Management Division (LLMD), and Henrick Dale (left) from Norway, as an Operational Analyst intern, assigned to the Lessons Learned Analysis Division (LLAD). The Explorer caught up with them at the end of their internships to ask what they thought of the experience.



**What attracted you to interning at the JALLC?**

**Giuseppe:** *I was thrilled and honoured to have been selected for the ACT Internship programme. I am currently completing my Master in International Security Studies and I knew the JALLC would give me a unique insight into what transformation and innovation means in the current global security environment and an opportunity to build on my past experiences as a security researcher/analyst by working for the Alliance.*

**Henrick:** *NATO has been a crucial part of Norway's security policy since its founding in 1949. I felt that it was important to learn more about how NATO works from the inside, and in particular how the Organization is continually transforming itself to respond to the changing global security threat environment. Interning as an Operational Analyst at the JALLC seemed like a great opportunity to gain practical experience about defence and security topics relevant to NATO and how NATO is learning from past experiences.*

**Giuseppe:** *Working in the LLMD has meant I have had the opportunity to work across pretty much all the JALLC's activities—providing support to analysis projects, helping to plan key Lessons Learned events, and working on communications activities for the JALLC's Outreach and Support to Exercises teams to name but a few things. I really felt like I was able to contribute and that I was part of the team.*

**What JALLC activities have you been involved in?**

**Henrick:** *The LLAD is focussed on the JALLC's analysis activity. Among other things, I worked with the project team analysing lessons from NATO's enhanced Forward Presence and provided analysis support to the NATO Command and Control Centre of Excellence's project on the delegation of command authority. I've also been helping with the preparations for the upcoming New Technology Event 2018.*

**What's been the best thing about your time here?**

**Giuseppe:** *It's been really interesting to understand not only how joint approaches and knowledge merge into cutting edge transformational processes but also that civil-military cooperation and public-private partnerships are key success factors to the Alliance. From the human perspective, I found myself working with a group of true professionals and incredible human beings, by whom I will always be inspired.*

**Henrick:** *Interning at the JALLC has been a great learning experience. Everyone has a different set of experiences, both from military and civilian life, and it has been a great privilege to work with so many excellent colleagues. Thanks to the JALLC, I feel confident I'll be able to handle anything the future may throw at me.*



# The JALLC's mission

The JALLC is NATO's Centre dedicated to support Alliance-wide implementation and sustainment of NATO's Lessons Learned policy through monitoring and supervising the NATO Lessons Learned process. It is the lead agent for the collection and sharing of lessons, 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.



## Activities

Although the JALLC was originally conceived primarily to analyse exercises, changes to the NATO environment and growing NATO involvement in operations resulted in the JALLC's focus shifting to operations and major NATO Response Force exercises. Gradually, the JALLC has become engaged in a wide range of activities, such as managing and maintaining the NATO Lessons Learned Portal, developing and delivering Training Courses, and maintaining the NATO Lessons Learned Handbook and the Joint Analysis Handbook. The JALLC also organizes the annual NATO Lesson Learned Conference which covers themes topical to NATO Lessons Community and draws participants from across NATO, Nations, Partner Nations, and other organizations.





The NATO Lessons Learned Portal (the Portal) is NATO's centralized hub for all matters related to Lessons Learned, and 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 events is NATO's Lessons Community's opportunity to get together and discuss important related topics.

You can download copied of the JALLC's information flyers and other material from our website at [www.jallc.nato.int](http://www.jallc.nato.int). Or contact us using the information on the back page of this edition of The Explorer.



## The Explorer needs you!

Please submit your brilliant ideas, thoughtful considerations, interesting stories, and unique points of view about Lessons Learned, the JALLC, and any of our activities to The Explorer via the contact details below.



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