

THE EXPLORER

Ed. 2017-I

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From the Commander...



I am very pleased to welcome you to this edition of The Explorer, which takes a closer look at some of the important work the JALLC and its partners have been engaged in over the last few months. I hope you enjoy reading it.

A key achievement has been the successful 2016 NATO Lessons Learned Conference (NLLC), which took place here in Lisbon on 29 and 30 November 2016. The theme of the conference was "The Future of Lessons Learned: Innovation and Improvement," and speakers from both within and outside NATO gave us an impressive range of perspectives on the challenges and opportunities faced by the Lessons Learned Community.

One of our main challenges for 2017 will be our contribution to the NATO Lessons Learned Optimization Action Plan which aims to improve NATO's Lessons Learned Process, making it more efficient and effective. In this respect, a key focus area for the JALLC will be to ensure that the NATO Lessons Learned Portal becomes NATO's single Lessons management tool.

Elsewhere, this edition highlights a number of new Joint Analysis products just published by the JALLC. One of these is the "NATO Force Structure Joint Task Force Headquarters Handbook," which I signed on the first day of the NLLC. Also taking part in the Signing Ceremony were LTC Jacek Ropejko from the Joint Warfare Centre and (Navy) Captain Reneé van Pamelan-Hollenberg from the NATO Command and Control Centre of Excellence, reflecting the outstanding teamwork that went into the Handbook's production.

Finally, The Explorer features some important visits made to the JALLC. In particular, in October 2016, I was honoured to welcome Lieutenant General Hugues Delort-Laval, Vice Chief of Staff for SHAPE, to Monsanto, and feel it is a great tribute to the JALLC that he chose to come here shortly before the formal start of his appointment.

Mário Barreto

Brigadier General, Portuguese Air Force



Communication and Information Systems (CIS) Interoperability Verification & Validation (IV&V)

A Joint Analysis Report published by the JALLC in February 2017 looks at the increasingly important issue of interoperability among national, multinational, and NATO assets. Interoperability in the context of Communication and Information Systems (CIS) is the ability of systems to exchange and make use of information, and it is an essential part of the modernization of the Alliance.

Verification & Validation (IV&V), conducted interviews and discussions with subject matter experts, and observed various stages and phases of several exercises, including SFCT16, CWIX16, TRJE16, and CYBER COALITION16. Additionally, the project team sent a survey to the members of the NATO Command, Control and Communication (C3) Board and to the seven Non-NATO Nations in order to verify certain initial findings.

This project is another great example of coordination and cooperation within NATO: the project team's detailed analysis would not have been possible without the substantial contribution from and cooperation with the NATO CIS community, particularly the Directors of the events that were observed and the numerous subject matter experts consulted and the staff from various other HQs and divisions throughout NATO.



The project team for this report were tasked by Supreme Allied Commander Transformation (SACT) to look at a number of key training/exercise events during which interoperability could be verified and validated and to make recommendations as to how these events could be better harmonized to be more efficient and effective in terms of training those involved. The following eight events were chosen and cover the period 2014–2016:

- TIDE (Technology for Information, Decision and Execution Superiority) Sprint
- CWIX16 (Coalition Warrior Interoperability eXploration, eXperimentation, eXamination, eXercise)
- FMN (Federated Mission Networking) CIAV (Coalition Interoperability Assurance and Validation)
- BOLD QUEST
- UNIFIED VISION
- CYBER COALITION 16
- STEADFAST COBALT (SFCT16) and
- TRIDENT JUNCTURE (TRJE16).

The JALLC's project team performed a detailed review of documents related to CIS Interoperability



Presenting their findings, the project team concluded that, although these events offer NATO Nations CIS IV&V opportunities that are of benefit to them, more needs to be done to ensure that their outputs—which include tests performed, test results and Lessons Learned—are exploited from one event to another.

The findings and recommendations, which relate to cyber, use of terminology, exploitation of event outcomes, governance of the events and interoperability of supporting IT tools, have been well received throughout NATO.



You can download a copy of the factsheet on this, or any other JALLC Analysis Report, from the JALLC's website at www.jallc.nato.int



JALLC Projects

NATO Force Structure Joint Task Force Headquarters Handbook

On 29 November, the Signing Ceremony for the *NATO Force Structure Joint Task Force HQ (NFS JTF HQ) Handbook* took place as a side event to the NATO Lessons Learned Conference. Brigadier General Mário Barreto, Commander JALLC, and (Navy) Captain René van Pamelan-Hollenberg signed the Handbook's Foreword and officially released the Handbook. The Signing Ceremony was also attended by LTC Jacek Ropejko, Branch Chief, Quality Assurance (Lessons Learned) of the Joint Warfare Centre (JWC). LTC Ropejko was representing Major General Andrzej Reudowicz, Commander JWC, the Customer for the NFS JTF HQ Handbook.



The Handbook is the result of a three-year cooperative effort between the JALLC, the JWC, and the NATO Command and Control (C2) Centre of Excellence (C2COE). It combines observations, insights, and analysis from the TRIDENT JAGUAR (TRJR) series of exercises, which took place in 2014, 2015, and 2016, aimed at testing the readiness of NATO's Graduated Readiness Forces (Land) (GRF(L)) to perform as JTF HQs.

The Handbook guides the reader through the major processes, ideas, and lessons regarding the implementation of the NFS JTF HQ concept and discusses how the (GRF(L)) HQs can transform from their Corps HQ role into an NFS JTF HQ role and assume operational-level command over subordinate commands and forces. In essence, the Handbook's objective is to support the commander of a NATO Force Structure HQ to transform into a JTF HQ in order to lead a small joint operation.

In the Handbook, the project team have also presented and discussed numerous ways in which a GRF(L) HQ may work within an Integrated Model framework by implementing a variety of different C2 models for delivering operational and tactical level capabilities simultaneously.

It is intended that the NFS JTF HQ Handbook remains a living document, updated to reflect new NFS JTF HQ experiences in TRJR exercises and ongoing doctrinal development. This Handbook, and future updates thereof, will be available on the NATO Lessons Learned Portal, NATO EXTRA Portal and JWC SharePoint Portal.



Speaking at the Signing Ceremony, Brigadier General Barreto said: *"It is a pleasure and an honour to sign this Handbook, which is an example of true teamwork between the JALLC, the JWC, and the C2COE. My best congratulations go to the authors and everyone else involved in its production."*



Knowledge Enterprise

November 2016 saw the publication of the JALLC Analysis Report on *Knowledge Enterprise: Implementing Knowledge Management as an Enterprise Function in ACO*.

In this report the JALLC's project team present the results of extensive research and analysis, examining the extent to which Knowledge Management processes and activities are implemented throughout Allied Command Operations (ACO). Knowledge Management safeguards against the loss of knowledge, and is therefore especially important in an organization in which one-third of military staff will regularly change posts in any year.

Various definitions of what Knowledge Management actually entails exist within NATO as well as elsewhere. In the JALLC's report, the project team have defined Knowledge Management as: a staff-wide enterprise function—a function regarding the management of all information, expertise, insights, and best practices across the staff with the objective of ACO becoming knowledge-centric.

The project team went on to identify a number of steps to improve Knowledge Management within ACO: these include systematic take-over procedures to ensure that arriving staff are properly briefed by their departing counterparts, exit interviews, enhanced feedback on the work of staff, and – particularly importantly – the increased use of creative techniques such as brainstorming to encourage knowledge-sharing.

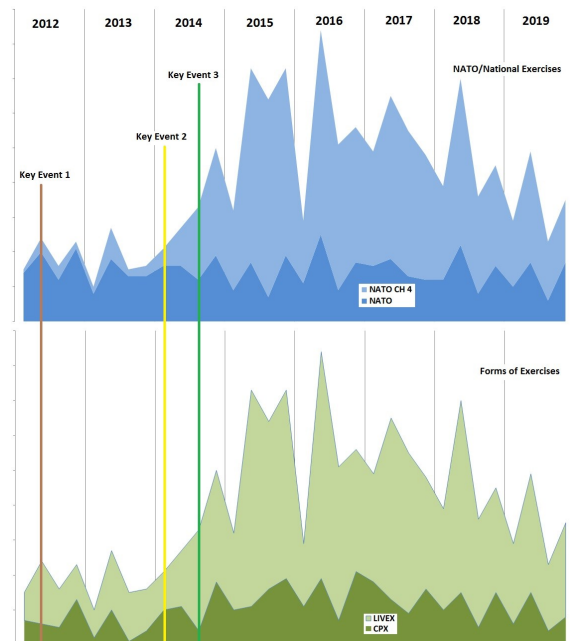
The project team also identified that more could be done in terms of ACO staff's use of outside knowledge, for example from external publications, Lessons Learned databases, and reports from major battle staff events and exercises.

This JALLC report was well received by the Knowledge Management Community, and many of the recommendations have gone on to directly or indirectly inform related NATO initiatives.

Strategic Assessment of NATO Exercise Programme

In December 2016, the JALLC finalized its Strategic Assessment of NATO's Exercise Programme (NEP) and published the report.

The changing global security threat environment has resulted in NATO adapting the NEP in response to events taking place in the last five years on the world stage. The project, undertaken in cooperation with US Joint Lessons Learned Division, aimed to analyse and assess whether the NEP is delivering the desired outcome against Alliance Requirements.



It found that there is an increase in the total number of exercises conducted under the NATO flag, the focus and location of such exercises has shifted, and the type of exercise being conducted has been adapted to meet current needs.

The focus of the study was on the impact of the exercise programme on three themes: Interoperability, Readiness/Responsiveness, and Assurance/Deterrence.

In addition, the JALLC project team developed a new powerful tool for the Alliance: the NEP Database. This database contains information on over 2400 exercises, which allows different datasets to be derived and analysed. It represents the legacy of the project.

Colonel Pereira dos Santos joins the JALLC as Chief of Staff



On 01 March 2017, Colonel Henrique José Pereira dos Santos joined the JALLC as Chief of Staff.

COL Pereira dos Santos was born in Lisbon. He has had a distinguished career in the Portuguese Army, joining the Portuguese Military Academy in 1981. He has held many posts since then, including military observer of the United Nations Protection Force in the former Yugoslavia in 1992 and a tactics teacher at the Portuguese Staff College later on in his career.

He was promoted to his present rank of Colonel in 2008 and was assigned to the Portuguese Army Chief of Staff's Office as Army Commander's Assistant. From 2009 to 2011, he was the Commander of the Portuguese Artillery School and in 2012 he was the NATO Kosovo Force HQ Assistant Chief of Staff Joint Effects Coordination, after which he was assigned to the Portuguese Military University Institute as Course Director and Military Operations Branch Coordinator.

He has completed the Portuguese General Officers Promotion Course and Staff Course, the US Air Defense Officer Advanced Course, and the NATO Information Operations Course. He holds a Master's degree in Military Science and has published several articles in military magazines. He has twelve awards and has been decorated with the distinguished services medal (silver), the 1st class military merit medal, the exemplar behaviour medal (silver), three special commission service medals, the NATO Balkans medal, the UN medal serving with UNPROFOR, and the Brazilian Army's Medal of Pacificador.

Taking up his post at the JALLC, the Colonel noted, "I am looking forward to working in this very special NATO organization that plays such a key role in the future of the Alliance. During my time here, I hope to contribute to the JALLC's planned improvements and the Alliance's transformation in general."

JALLC hosts RUSI Seminar on Research Methods in Defence

On 11 October 2016, the JALLC hosted a seminar on "Research Methods in Defence" in cooperation with the Royal United Services Institute (RUSI) think tank, based in London. The seminar was conducted by two researchers from RUSI: Professor John Louth and Dr Lauren Twort.

During the seminar, Professor Louth showed the audience how a fully integrated research programme for a research question—defined in cooperation with the audience—could be developed. A broad range of topics regarding ways and means to approach defence research were then covered by the RUSI speakers, including the integration of project management and research methodologies, the application of qualitative and quantitative methods, the embedding of stakeholder management, and the assessment of value and impact. RUSI's best practices in analysis and policy advice were also shared with the audience.

The seminar forms part of the RUSI-JALLC partnership framework agreed in May 2016, which includes a workshop covering JALLC project themes, two lectures on contemporary strategic-level defence and security topics, and a major corporate RUSI membership for the JALLC. The seminar was attended not only by JALLC civilian and military staff members, but also by participants from the Portuguese defence community.

Commenting on the successful delivery of the seminar, the JALLC's Commander, Brigadier General Mário Barreto, stated: "The seminar has provided the participants with valuable insights into the best practices of defence analysis and policy advice as applied by one of the world's most recognized think tanks. It allowed the participants to reflect critically on their own approaches to defence analysis and policy advice and offered important food for thought on how to improve them."





Vice Chief of Staff for SHAPE visits the JALLC



On 21 October 2016, Vice Chief of Staff (VCOS) for SHAPE, Lieutenant General (LTG) Hugues Delort-Laval (French Army) visited the JALLC. LTG Delort-Laval took time out of his busy schedule prior to beginning his role as VCOS SHAPE on 01 November to tour some of the most important entities in the NATO Command Structure, to better understand their capabilities and how they work within the Alliance.

As the JALLC has always maintained close working relations in support of SHAPE, it was deemed important by LTG Yakovleff, the outgoing VCOS SHAPE, that his successor pay an early visit to the JALLC.

LTG Delort-Laval spoke to the JALLC's command group and other participants. He noted in particular the value that the JALLC contributes to Allied Command Operations and NATO in general, and confirmed his intention to ensure that ACO continues to work closely with the JALLC.

JALLC welcomes Azerbaijan

Currently, 22 non-NATO nations are part of the NATO Partnership for Peace (PfP) programme.

In the spirit of partnership, the JALLC has created specific positions in its staff structure to accommodate the contribution of PfP officers. In February 2017, the JALLC received an officer from the Republic of Azerbaijan, who will be joining the JALLC's Lessons Learned team.

The addition of the Azerbaijani flag to the Flag Hall at the JALLC was a special occasion, attended by all of the staff at the JALLC. Including Azerbaijan, the JALLC now has staff members representing 17 NATO and non-NATO nations.



Visit of two Nordic ambassadors

ysis & Lessons Learned



On 02 March 2017, the JALLC received a visit from two Nordic nations' ambassadors: the Ambassador of Sweden, her Excellency Caroline Fleetwood, and the Finnish Ambassador, her Excellency Tarja Laitainen. The two ambassadors had an Office Call with Brigadier General Mário Barreto, Commander JALLC, at which they shared the latest political developments regarding their nations' defence-related concerns. This occurred on the day that Sweden re-established its compulsory military draft service.

The Office Call was followed by a briefing at which the two diplomats received a tailored explanation of the mission of the JALLC and its activities.

Sharing knowledge

JALLC Visits French *Thunder-Ship*: The Tonnerre

The French Ship Tonnerre (which means *thunder* in English) visited Lisbon in November 2016. This port visit concluded a deployment of the ship in the Atlantic Ocean where it had participated in a large NATO exercise. On 03 November 2016, JALLC staff were invited on board the vessel, and a delegation of 30 people including the JALLC's Commander, Brigadier General Mário Barreto was welcomed by a French Navy team in charge of escorting them on their visit into the *belly of the monster*, as they put it.

The first impression the JALLC delegation had was of the sheer size of the Tonnerre: it is 199 metres long, 32 metres wide, and 20 metres high at the flight-deck level. The Tonnerre is a Landing Helicopter Deck (LHD) with a 5200 m² flight deck connected by two elevators to a 1800 m² hangar. She can operate up to 16 helicopters, typically the NH-90 and Tigre helicopters.



Photo: French Navy



But she is much more than just a floating flight deck. The Tonnerre is also a Command ship, designed to host a full-size operational HQ of up to 200 staff to command operations at sea, with approximately 850 m² dedicated to the embarked staff and Command and Control tools. The ship demonstrated her ability to fulfil this role by embarking the STRIKFORNATO staff for the whole of their deployment in the Atlantic Ocean during the recent NATO exercise.

The Tonnerre is a Force Projection-capable amphibious ship. In addition to helicopters, she operates landing craft with armoured infantry vehicles, troops, ammunition, and logistics. Two hangars spanning up to 2650 m² over two decks are connected by a ramp. These hangars, directly accessible from the pier through a side ramp or from the sea via the well-deck, can host up to 110 armoured vehicles or a squadron of 13 tanks. Up to 450 infantry men and women with their equipment and ammunitions can also be accommodated on board.



Finally, the Tonnerre is also a fully equipped hospital. With a deck area of 750 m² dedicated to the onboard medical facilities, the ship's hospital boasts two operating theatres, one X-ray room, and 69 beds, which can be increased to 100 beds by expanding into the helicopter hangar with the necessary technical Equipment Modules.

The Tonnerre escort team provided the JALLC staff with an interesting overview of the ship's various capabilities and its versatility. The JALLC's visit to the Tonnerre also contributed to shared knowledge and interoperability among NATO Member Nations.

Joint Analysis

Catching up with the JALLC's Interns

The JALLC welcomed two interns as part of the 2016-2017 internship programme:

Alberto Aspidi (left) from Italy as an Assistant

Editor (and research assistant) assigned to the JALLC's Editor, and Joaquin Rodriguez (right) from Spain, as an Assistant Research Analyst assigned to the JALLC's Principal Operational Analyst, both in the Lessons Learned and Analysis Support Branch of the JALLC. 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?

Alberto: Having studied International Relations, with a particular interest in security issues, working at NATO is a natural goal for me. Specifically, I chose the JALLC for its unique focus on doctrine and concepts and its key role in support of the Alliance's transformation and improvement.

Joaquin: I was drawn to the JALLC by the opportunity to conduct analysis on topics that were of relevance to NATO. I have Master's degrees in both European Political Studies and International Security and Strategic Studies, so I also felt that the JALLC was a natural fit.

What JALLC projects did you work on?

Alberto: I contributed substantially to two JALLC Analysis Reports and got to work closely with the team, from the analytical as well as the editorial standpoint. I really enjoyed the exchange of views with the civil and military analysts involved, and I feel my ideas and efforts helped to make the final product better.

Joaquin: I've also contributed to JALLC Analysis Reports and I helped to organize the JALLC Analyst Training Course. Working with the JALLC's staff was an important eye-opener to what working in NATO is like.

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

Alberto: Brainstorming with the project teams was the best experience. Discussing ideas, finding compromises, and then seeing them reflected in reports is great. But the social aspect was good too—the JALLC is like a family, and everyone here will try to make you feel at home from day one.

Joaquin: For me, it's been the opportunity to work together with the military and civilian analysts, developing analytical results that will have an impact on the way that NATO works. I've also really enjoyed helping to edit the reports.

ACT Internship Programme

The JALLC offers two internships under the Allied Command Operations (ACT) Internship Programme. Both internships cover a broad spectrum of activities conducted at the JALLC and offer interns an opportunity to gain insight into the transformational side of NATO.

The ACT Internship Programme is part of ACT's broader communication strategy to promote HQ SACT and ACT activities and to provide the NATO Nations' best and brightest students with opportunities to participate in a dynamic and strategic military-civilian cooperative environment at HQ SACT or the JALLC. Interns gain an understanding of how ACT leads the transformation of the Alliance, by helping NATO Nations and partners to improve their military effectiveness and increase interoperability by combining new concepts, capabilities and doctrine with advanced research and technology.

In particular, interns at the JALLC will gain experience in research and analysis techniques, improve their verbal and written communication skills, work with a range of people from different countries, cultures and career backgrounds, and take away an understanding of NATO's Lessons Learned Process and how joint analysis contributes to that and to NATO's transformation in general.

More information on the ACT Internship Programme and details on how to apply for an ACT and/or JALLC internship can be found on the ACT Internship Programme Homepage.

NATO Lessons Learned Conference 2016



The theme of the 2016 NATO Lessons Learned Conference (NLLC) was *“The Future of Lessons Learned: Innovation and Improvement.”* From the opening address to Deputy SACT’s closing thoughts, the critical importance of an innovative and effective Lessons Learned Process for NATO was stressed.

“Improvement and innovation must not stop here. We are the future of the Lessons Learned Process and it is our responsibility to contribute to that future.”

Commander, JALLC



SACT intervention

The NLLC took place on 29 and 30 November 2016 at the Portuguese Military Academy in Amadora, Lisbon. As in previous years, participation was impressive: over 275 delegates from 36 countries took part, including representatives from NATO HQ, NATO’s Centres of Excellence, and NATO Command Structure and Force Structure HQs.

The NLLC began with a video message from SACT himself, General Denis Mercier, who set the tone for much of what was to follow. Highlighting how learning lessons, *“...from our exercises, operations, training, and everything else we do...”* is the starting point for NATO’s transformation, he pointed out that learning *“...gives us a key tool to improve our military posture.”* In today’s uncertain and ever-changing security threat environment, NATO needs to improve

continuously, and adapt faster than its opponents. Therefore, effective learning is now more crucial than ever.

Six conference theme Panels, Updates, and Key Note Addresses followed over the two days including

- SACT’s Key Focus Areas
- NATO’s Readiness Action plan (RAP) – Assurance and Reassurance
- Innovative Ideas for the Future of Lessons Learned
- Improving NATO Lessons Learned Support to Member Nations
- NATO – Centre of Excellence (COE) Interaction
- Improving Member Nation Lessons Learned Support to NATO



Deputy SACT



Questions from audience

You can download a copy of the full 2016 Conference Report and a copy of the Key Takeaways Factsheet from the JALLC’s website at: www.jallc.nato.int



Lessons Learned

Improving the NATO Lessons Learned Portal

Throughout the 2016 NLLC, speaker after speaker made reference to the importance of the NATO Lessons Learned Portal (NLLP) in reinforcing the Alliance's Lessons Learned capability, in both the short and the long term, and well into NATO's future. As SACT himself said in his opening video address to the NLLC,

"If all NATO bodies and member states document and share lessons in one single place, and if we also include our Partners' lessons, the NLLP becomes a formidable force multiplier."

The NLLP is considered to be NATO's key tool for sharing Lessons Learned-related information and connecting the Communities of Interest. It is available in two versions: one on the internet and one that can be accessed on the NATO Secret network. Developed using SharePoint technology, the NLLP is a platform to share documents, a place to announce Lessons Learned events (and to report on their outcomes), and a legacy of the experiences of others within the Lessons Learned Community.

already available on the NLLP are the NATO Counter Improvised Explosive Device COI and the NATO Geospatial COI.

The screenshot shows the 'Communities of Interest' section of the NATO Lessons Learned Portal. It includes a navigation bar with 'Home', 'Documents and Lessons', 'Communities', 'Lesson Learned Activities', and 'Links'. The main content area is titled 'Communities of Interest' and contains several informational sections: 'How can I create a new Community of Interest?', 'How will the COI Working Space be managed on the NLLP?', and 'How to make it available on the NATO LL Portal?'. Below these are four featured COIs: 'Centres of Excellence', 'NATO C-IED COI', 'NATO GEOSPATIAL COI', and 'CAPABLE LOGISTICIAN 2015'. Each COI entry includes a small image and a 'Read more...' link.

The screenshot shows the home page of the NATO Lessons Learned Portal. It features a navigation bar with 'Home', 'Documents and Lessons', 'Communities', 'Lesson Learned Activities', and 'Links'. The main content area is titled 'WHAT IS THE NATO LESSONS LEARNED PORTAL?' and includes a list of bullet points describing the portal's purpose. Below this is a search bar and a 'Document Library' section. At the bottom, there are several icons representing different communities and activities, such as 'Communities of Interest', 'NATO LL Conference', 'LL Legacy', 'NATO LL Training', 'JALLC', and 'Joint Analysis Projects'.

Communities of Interest

A key feature of the NLLP is the possibility of creating specific Communities of Interest (COI). A Community of Interest is a group of different organizations working on interrelated areas. Involved in common activities, these organizations have a common interest to share information, lessons, and experiences for the benefit of the whole community and to promote themselves.

The NLLP contains clear instructions as to how such a COI can be created and used. Example COIs

Lessons Learned Optimization Action Plan

Closing the 2016 conference, Admiral Manfred Nielson, Deputy SACT, urged delegates to document their lessons and upload them into the NLLP. As he said, we should not forget that a consistent Lessons Learned Process is an essential step to adapting our training and exercise procedures and thereby to keeping NATO agile, responsive, and able to maintain its edge in today's constantly changing security environment.

As such, NATO's *Lessons Learned Optimization Action Plan* requires the JALLC to play a more central role in supporting NATO's Lessons Learned (LL) capability. The challenge for the JALLC will be to rebalance its resources and redesign its internal processes such that it can provide the required support to the LL Community while minimizing any potential impact on the quality and quantity of its joint analysis capability and products. The JALLC's aim is to ensure that the NLLP becomes NATO's single LL management tool. This is a demanding requirement that will have to be approached in several phases.

Education and Training

NATO Lessons Learned Staff Officer Course

In June 2011, the JALLC took over the directorship and management of the NATO Lessons Learned Staff Officer Course (NLLSOC). The course is hosted by the Swedish Armed Forces at their International Centre (SWEDINT) in Kungsängen, near Stockholm, Sweden. SWEDINT provides ideal facilities and support for the course.

NLLSOC is aimed at personnel who have been, or are soon to be working in the Lessons Learned (LL) sphere within NATO commands and agencies. The course was originally developed in 2008-2009 after the JALLC identified that LL Staff Officers were undertaking complex information knowledge management and taking on LL management roles without sufficient training, guidance, and peer support. The pilot course, which ran in May 2009, was an immediate success and every subsequent course has been fully booked.



Lecturers and mentors on the course come from both Allied Command Operations and Allied Command Transformation, while guest speakers are from a wide range of locations and backgrounds. A significant proportion of the course is provided by civilian and military staff from the JALLC. The course is well balanced between lectures and practical activities and offers participants an overview of NATO history and background, opportunities for networking, and the chance to share lessons learned.

The overall aim of NLLSOC is to prepare NATO LL Staff Officers to manage and execute the organizational LL process, using NATO LL-related processes, training, tools, and information-sharing in order to develop an LL capability. During the course, participants also gain knowledge of organizational learning, observation collection, basic analysis techniques, and endorsing, resourcing, tasking, and implementing Lessons Identified.

The NLLSOC has become very popular, and the number of applications frequently exceeds course capacity. The next course is scheduled for 06 to 10 November 2017, with the closing date for applications on 15 September.

For more information on the course and details of how to apply, see the Swedish Armed Forces website at: <http://www.forsvarsmakten.se/en/swedint/courses-at-swedint-and-how-to-apply/nato-ll-soc/>.

Education and Training

JALLC Analyst Training Course

From 26 to 30 September 2016, the JALLC held the autumn edition of the JALLC Analyst Training Course (JATC). The course has been developed to train JALLC newcomers (civilian and military) in their new positions as JALLC analysts. A maximum of 12–14 participants can attend each JATC, with JALLC members having priority over any external participants who may wish to attend this very popular course. The aim of the one-week intensive training programme is to introduce the participants to the JALLC Project Approach, as well as to the analysis techniques, processes, and editorial standards applied at the JALLC.

A total of 14 participants took part in this iteration of the JATC, coming from the JALLC, Allied Land Command, and US Joint Lessons Learned Division. The week was not only an intensive one for the participants but also for the JALLC's team of civilian research analysts, operations analysts, and the editor, who all contributed to the success of the course. The intensive interaction with the JALLC's instructor team gives participants the chance to learn from experts and benefit from the different perspectives and insights that each instructor brings to the course. Participants are encouraged to ask questions and engage with the instructors, making the sessions interesting, interactive, and practical.



The JATC is designed, not only to ensure that new JALLC analysts can perform their roles at the JALLC, but also to give attending non-JALLC participants the opportunity to learn about the JALLC, its activities, and capabilities, as well as to learn and practise analysis techniques.

If you are interested in this course, please see the JALLC's website for more information and how to apply.

NATO Alternative Analysis Course

Alternative Analysis (AltA) provides a vehicle for enriching understanding of the military problem space. AltA is designed to assist people in overcoming biases in social and cultural settings. As such, it offers the opportunity for NATO staff to inject additional knowledge, or knowledge perceived in a different way, into the decision-making process.



The NATO Alternative Analysis Course takes place on two occasions a year at the NATO SCHOOL Oberammergau, Germany, and covers a wide range of topics relating to AltA Components and the AltA Analysis Process. The one-week course comprises interactive plenary lectures, followed by moderated Q&A sessions alternating

with facilitated work in small groups. Case studies and scenarios are also considered, in order to capture best practice and Lessons Identified.



The course is aimed at Military Officers (OF-2 through to OF-5) or their civilian equivalents who are assigned, or selected for assignment, to a position in a NATO/Partner HQ or Agency, or a NATO/Partner subordinate military HQ, unit or agency. Priority is given to NATO Command Structure Peacetime Establishment personnel selected to be AltA facilitators.

For further information on this course, please visit the NATO SCHOOL Oberammergau course catalogue and search for course code P5-129.

The JALLC is NATO's centre for performing joint analysis of current operations, training, exercises, and experimentation. Reporting directly to Supreme Allied Commander Transformation (SACT), the JALLC includes recommendations in its reports that influence or contribute to the development or improvement of concepts, doctrine, and capabilities. The JALLC also maintains and manages the NATO Lessons Learned Portal and supports Allied Command Transformation (ACT) outreach activities in the Lessons Learned domain. Operational since 2002, the JALLC is located in Lisbon and has a permanent staff of 50 military and civilian personnel.

How to Get JALLC Support

NATO organizations can submit analysis requirements through their chain of command to SHAPE and HQ SACT for consideration in the JALLC's biannual Programme of Work. Urgent requirements can be submitted outside the Programme of Work if required. For more information on the JALLC, our activities, and how to engage the JALLC, visit our website: www.jallc.nato.int

Supporting Intelligent Change

How we do it...

Supporting SHAPE in understanding the extent to which Knowledge Management processes and activities are implemented at ACO — Knowledge Enterprise (November 2016)

Supporting the Exercise and Training Community of Interest by developing the NFS JTF HQ Handbook (December 2016)

Supporting SACT and SACEUR in determining whether the NATO Exercise Programme is delivering against Alliance Requirements — Strategic Assessment of NATO Exercise Programme (December 2016)

Supporting SHAPE's continuous efforts to enhance SACEUR's Situational Awareness — Enhancing ACO Intelligence Capabilities (February 2017)



Our Mission
The JALLC is NATO's centre for performing Joint Analysis of operations, training, exercises and experimentation. It supports the exchange of Lessons Learned (LL) and facilitates the development of Lessons Learned Capabilities, reinforcing the continuous transformation and modernization of NATO's forces and capabilities.

Outreach
Part of the JALLC's activities and tasks relate to its outreach activities which were established to support ACT's outreach activities and assist NATO, Nations and other organizations to enhance and/or develop their Lessons Learned Capability by offering advice and training on analysis and the NATO Lessons Learned Capability. The JALLC also provides analysis training, including the Lessons Learned Staff Officers Course and the Joint Analysis Training Course.

LLP
The JALLC maintains the NATO Lessons Learned Portal (NLLP) which hosts a number of important features and functions relating to NATO's LL efforts. On the NLLP you can find:
• A document sharing platform
• Communities of Interest (COI)
• Planning support tools for LL activities
• LL training interface
• The NATO LL Process Tracking Tool

Analysis
The JALLC aims to conduct 8-10 joint analysis projects per year. Projects are tasked through Analysis Requirements via our Programme of Work. The JALLC conducts its Joint Analysis projects in accordance with the JALLC Project Approach (JPA), an adaptation of the PRINCE 2 (Projects in a Controlled Environment) approach, which ensures the focus on quality and timeliness of JALLC analysis products.

Reports
Approx. 80% of JALLC Analysis Reports are endorsed and go on to contribute to NATO's Transformation.

Publications
Since its inception, the JALLC has published over 100 Analysis Reports.



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