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From the Commander...



It is with great pleasure that I present this first edition of the new look JALLC Explorer. I hope that you will enjoy reading about our successful projects, the latest JALLC news, the latest changes to how we manage our JALLC analysis projects as well as interesting information about our Lessons Learned and outreach activities and recent cooperation agreements.

Since the last issue, published in June 2015, we have hosted the twelfth NATO Lessons Learned Conference in Lisbon and the JALLC has already started preparing the upcoming thirteenth Conference which will be held on 29 and 30 November later this year. You can read all about how successful last year's conference was and about what to expect at this year's conference in this edition.

Among other topics, this issue features the visit of COS HQ SACT, Air Marshal Graham Stacey, to the JALLC. Air Marshal Stacey hosted an all hands call with the staff of the JALLC where he laid out his focus of Innovation, Imagination, and Initiative. This edition also highlights contributions to the academic community made by one of our own Research Analysts. I invite you to read the articles authored by JALLC Research Analyst Ulrich Pilster which were featured in two scientific journals.

This will be the final edition of the Explorer issued under my command as my tour of duty at the JALLC ends on 31 July. I would like to take this opportunity to say it has been a privilege to command this HQ and to represent my country in serving NATO.

Mircea Mindrescu

Brigadier General, Romanian Army



JALLC Partners to Improve Transition from Operational to Joint Task Force HQ



NATO developed the TRIDENT JAGUAR (TRJR) series of exercises to exercise, evaluate, and certify the Graduated Readiness Forces (Land) (GRF(L)) HQs in the Joint Task Force (JTF) Headquarters (HQ) role. The most recent in the series, TRJR 2016, was an Allied Command Transformation (ACT) sponsored Command exercise that provided the conditions to evaluate and certify NATO Rapid Deployable Corps - Turkey (NRDC-TUR) as a land-heavy NATO JTF HQ. The execution phase of the exercise was staged in May of 2016.

Over the course of the TRIDENT JAGUAR series, the Joint Warfare Centre (JWC), Command and Control Centre of Excellence (C2COE) and the JALLC collaborated to develop an understanding of the NATO Force Structure (NFS) JTF HQ requirements. An outcome of this close collaboration will be the NFS JTF HQ Handbook which aims to address the unique command and control (C2) challenges encountered by the NFS commands assuming both joint and operational roles, aiding NFS commands to transition to a JTF HQ more efficiently and effectively.

The NFS JTF HQ Handbook outlines two models for C2 structures within the JTF HQ. The models presented are flexible in nature in order to allow NFS commands to scale to the required mission. The models also provide C2 structures that allow for the achievement of joint effects through *Supported-Supporting Interrelationships (SSI)* in cases where dedicated Air, Maritime or other components may not be required to accomplish the objectives of the mission. The Handbook is currently being drafted by the JALLC, the JWC, and the C2COE and is expected to be published later this year.



Viability of the Standing Naval Forces



In this report, published in October 2015, the JALLC examined why Nations are providing fewer assets to the four Standing Naval Forces (SNF) groups, despite consensus on their continued

importance. Analysis revealed three key areas for improving the current SNF Model: deconflicting national and NATO priorities, extending the Framework Nations concept, and improving visibility. Based on these findings, the project team provided recommendations to either improve upon the existing model or change it to a reduced scale or on-call concept. The report was approved and sent to SHAPE for action. In December 2015, the Project Manager briefed SHAPE and other NATO entities on the analysis methodology and main findings at an SNF Concept Review Workshop.

Strategic Lessons Learned from ISAF

In October 2015, the JALLC published a report on its analysis of Periodic Mission Reviews from the completed International Security Assistance Force (ISAF) Mission in Afghanistan to distil strategic military inputs for ongoing and future NATO initiatives. Over 600 observations and lessons were summarised into 11 strategic topics in the following four domains: Political (Nations Influence and Comprehensive Approach); Military (Training, Unity of Command, C2, SFA, and Transition to Resolute Support Mission); Economic and Social (Funding and Protection of Civilians); and Information (Sharing and Strategic Communications). This report was approved by the Military Committee (MC) and sent to the North Atlantic Council for notation. The MC also sent this report to the Allied Joint Doctrine Operations Working Group for action.





JALLC Hosts and Supports the Graduated Readiness Forces (Land) HQ Lessons Learned Working Group

From 26 to 28 April 2016, the JALLC hosted and supported the Annual meeting of the Graduated Readiness Forces (Land) (GRF(L)) HQ Lessons Learned Working Group (GRFL3WG). During the GRFL3WG meeting, which was conducted and Chaired by HQ Allied Land Command (LANDCOM), based in Izmir, Turkey, Lessons Learned subject matter experts from several of the represented NATO Commands and Centres had the opportunity to share their knowledge, experience, and expertise on learning from exercises and training events.

The workshop brought together representatives from HQ Joint Force Command (JFC) Brunssum, HQ JFC Naples, the Joint Force Training Centre, the Joint Warfare Centre, and the JALLC, as well as representatives from HQ LANDCOM and HQ Allied Air Command. The NATO Force Structure HQs were represented by NATO Deployable Corps (NRDC) Headquarters Greece, NRDC Italy, HQ Multinational Corps Northeast, NRDC Spain, and the Allied Rapid Reaction Corps.

The GRFL3WG meeting provided an excellent opportunity for JALLC representatives to introduce the NATO Lessons Learned Portal and NATO Exercise Training, Reporting and Analysis (EXTRA) Portal, as well as to present the main findings from the JALLC's Analysis Report on TRJR 2015. The JALLC's representatives also took the opportunity to introduce the theme of this year's NATO Lessons Learned Conference and encouraged discussion regarding improvements to the NATO Lessons Learned Staff Officers Course.



JALLC Research Analyst Makes Academic Contributions



JALLC Research Analyst Dr Ulrich Pilster recently published articles in two scientific journals in the field of international relations: *International Studies Perspectives* and *Armed Forces and Society*.

Both journals are listed in the Thomson Reuter's Social Sciences Citation Index; *Armed Forces and Society* is ranked among the top military studies journals on Google Scholar.

Ulrich, who is also a Visiting Fellow at the University of Essex's Michael Nicholson Centre on Conflict and Cooperation, wrote the articles together with Dr. Tobias Boehmelt, Reader at the University of Essex, UK, and Dr. Atsushi Tago, Associate Professor at the University of Kobe, Japan

The article published in *International Studies Perspectives* looks at the determinants of states' early withdrawals from military coalition operations. Ulrich and his co-authors analysed data on multilateral military interventions between 1946 and 2001 and conducted case studies of the South Korean and Australian contributions to the Vietnam War. The article demonstrated characteristics of the states participating in a military coalition operation, as well as the characteristics of military intervention driving decisions for an early withdrawal of troops.

The article in *Armed Forces and Society* explores the impact of security force structure on the mass killing of civilians in counterinsurgency campaigns. Research for the article was conducted using quantitative analyses of instances of armed conflict between 1971 and 2003. The articles are available at: <http://afs.sagepub.com/content/42/1/26.abstrac> and <http://isp.oxfordjournals.org/content/16/4>.

A week in the life of a JALLC US Navy Reservist

By: SW1 Bales, A. USA Navy, NATO ACT Det Norfolk

The JALLC is supported by the US Navy Reserve (USNR) which regularly sends staff to assist the JALLC's Lessons Learned and Analysis Support Staff. The Explorer asked one of the reservists to talk about their assignment at the JALLC. SW1 Bales, who worked with the JALLC's editor, gives her account.

As a U.S. Navy Reservist supporting the JALLC, I feel very fortunate to have the opportunity to do something to support NATO's bigger transformational picture. Working with the JALLC's Editor, I was asked to write the text for a JALLC Factsheet which features a JALLC analysis project and highlights the JALLC's capabilities. These factsheets serve as Public Relations material for the JALLC and consequently NATO. They are unclassified and simplified summaries of the JALLC's otherwise complex analysis products. Writing the factsheet certainly gave me an insight of the *bigger picture* of what exactly the JALLC does and how important they are to NATO.

I was also given the opportunity to write up a Standard Operating Procedure (SOP) for the USNR side of the relationship with the JALLC. This very important document is for information purposes, ensuring that new reservists who have never supported the JALLC before, will know exactly what to do and who to contact. I also worked on a USNR Guide to the JALLC and to Lisbon which will complement the SOP.

My experience without the SOP was great overall; however, I did have a lot of questions. Such as, why does the front gate guard take my Driver's license and Military CAC? Where is the JALLC? I was able to find the front gate, but where do I park? Where and whom do I report to? Questions like these come up in everyone's head when travelling or serving duty overseas. The SOP and the USNR guide will help new reservists to figure out what to do if... For example, we had an experience where a reservist got ill. Based on this experience we provided contact information, and advised locations of pharmacies and what they look like. Plus a lot of the tourism type things, such as Taxi's, and places to eat and visit. Travelling overseas is stressful enough, having the opportunity to serve my unit and accomplish a mission while taking my experience and putting it into writing about what to do and how to do it was an amazing opportunity. US

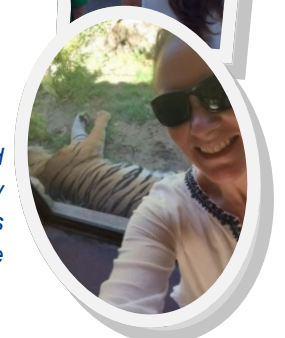
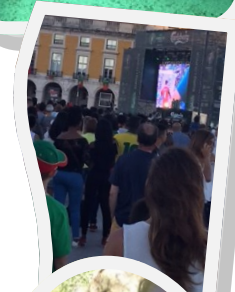
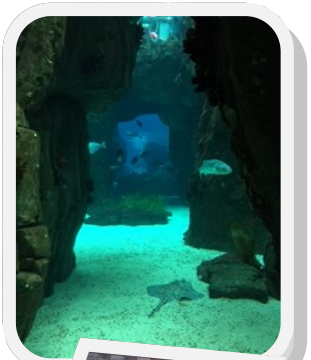
Navy Reservists will want to serve the Annual Training days if they know exactly what to do, and where to go. This gives NATO and the JALLC the much needed support.

Sadly, time seems to fly by so quickly, sometimes we don't get the chance to complete a task. I had to pick up work from a previous reservists and I will leave work to the oncoming watch so to say. At least I will leave with that feeling of accomplishment to the JALLC; I felt as if I actually helped check off tasks and items due for the Editor. With two or three reservists serving overlapping or similar time here, we can get a lot accomplished. It isn't tough work, mainly working in Microsoft publisher and word. I have never worked in publisher before, but I was able to pick it up quickly. Not to mention that the format is already established, our job is to edit, and make it look good.

During my off duty time here, I have also toured the hotspots of Lisbon, Portugal. I have visited the Oceanario de Lisboa (the Aquarium) and the Jardim Zoologico de Lisboa, and downtown Lisbon, and the Praca do Comercio to watch the Euro 2016 in which Portugal played against France and won! This is just to name a few places. Overall, I'd say my time supporting the JALLC has been a positive experience. I'm sure most, if not all, reservists feel the same.



SW1 (AW) Bales has been attached to NATO Det Norfolk since January 2015. This is her first overseas travel to support NATO and the JALLC.



COS HQ SACT Hosts All Hands Call with JALLC Staff

By: LCDR R.L. Spells, USA Navy, NATO ACT Det Atlanta

On 08 June 2016, the Chief of Staff (COS) for ACT – Air Marshal Graham Stacey – hosted an all hands call with the staff of the JALLC.

In his opening remarks, Air Marshal Stacey noted that the advantages historically enjoyed by NATO are being challenged as potential peer competitors increase military spending and focus their efforts on rapid development of new capabilities. At the same time, military spending by NATO members has been constrained due to the economic challenges suffered by many member states. According to Air Marshal Stacey, the three most important words in the military lexicon right now are “*In order to...*” In an environment of “...zero nominal growth,” Air Marshal Stacey noted that understating NATO’s mission and priorities is paramount if we are to succeed. He reminded all attendees that NATO’s priorities right now are to support current NATO operations, the development of future capabilities, and enhancing partnerships with other nations.



In order to support these priorities, Air Marshal Stacey, as a passionate believer in the lessons learned process asked the staff to focus on what he called the 3 I’s: **Innovation, Imagination and Initiative**. In Air Marshal Stacey’s view, innovation means not just buying new technology, but devising new methods of using existing capabilities to accomplish our likely missions more effectively and efficiently.

In calling for more imagination, Air Marshal Stacey pointed out that NATO can be denied the use of the most effective and technologically advanced weapons systems when our adversary controls the information domain. As an example, he noted how our adversaries are able to use the regular/social media to their advantage; highlighting civilian casualties caused in Afghanistan caused by the use of Unmanned Aerial Vehicles (UAVs), resulting in NATO restricting its use of UAVs. However, Improvised Explosive Devices (IEDs) used by our adversaries have caused far larger numbers of civilian casualties, but this fact is not widely known among the public.

Finally, Air Marshal Stacey called for more initiative among the military members of the staff. In this respect he pointed out that the JALLC’s military staff are senior military leaders and that many have commanded combat units. He asked the military staff to apply the same decisive style of leadership that made them successful as combat leaders to their work at the JALLC, exhibiting a greater sense of urgency, less concern for tight guidance and more concern for overall mission accomplishment.

JALLC Hosts Centres of Excellence Workshop



On 02 and 03 March 2016, the JALLC organised and hosted the Centres of Excellence (COE) Programme of Work (POW) Workshop in Oeiras, Portugal. This workshop was conducted by the Transformation Network Branch (TNB) of Allied Command Transformation (ACT) and brought together representatives from NATO HQ as well as HQ Supreme Allied Command Transformation, their subordinate commands, and all NATO accredited COEs. The intent of the workshop was to promote early engagement of all participants in the 2017 COE POW

development cycle.

JALLC’s Chief of Staff, Colonel Jorge Gomes (Portuguese Army), opened the workshop by welcoming an audience of approximately 50 attendees. Participation was outstanding with representation from each of the 24 accredited/prospective COEs. Representatives from each of the COEs briefed the workshop on the support they are providing to NATO as included in their 2016 POW. Additionally, all participating NATO Commands provided an initial overview of their early inputs to the 2017 COE POW while also providing feedback to the COEs regarding support received in 2015 and 2016.

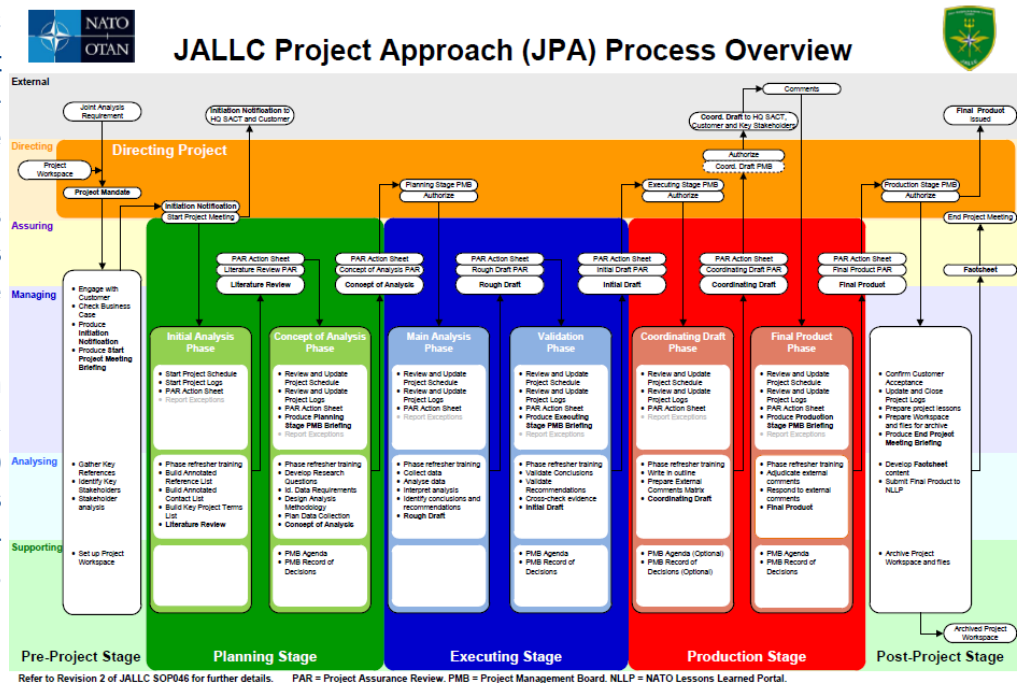
Joint Analysis

Quality Analysis Delivered on Time

By: LCDR R.L. Spells, USA Navy, NATO ACT Det Atlanta

In January 2016, the JALLC revised its JALLC Project Approach (JPA) project management process to ensure the JALLC becomes even better at managing analysis projects effectively. As shown in the diagram, the JPA contains five stages.

The JPA is based on PRINCE2® (Projects in a Controlled Environment) methodology, which ensures the focus on quality and timeliness of JALLC analysis products.



The first stage, the Pre-Project Stage, begins when the JALLC receives its approved Plan of Work (POW). During this stage, the project team will identify the principal customer and potential stakeholders to establish exactly what the analysis needs to achieve in order to meet the customer's need. The project team will also gather and review key reference documents which will form the foundation of the project.

During the next stage, the Planning Stage, the project team will then conduct an intensive period of data collection and planning. This stage serves to build an initial understanding on the topic of study, developing research question(s) and a comprehensive analysis plan, including identifying what further data needs to be collected, what data collection techniques to use, where the data can be found, and how the data will be analysed.

The Executing Stage follows with the collection, analysis, and synthesis of data to answer the research question(s) developed in the previous stage. Data is analysed and interpreted with the help of professionally trained analysts and subject matter experts. The project team is then able to draw conclusions and find feasible solutions and/or recommendations to the identified issues.

During the Production Stage, the project team is charged with drafting the written product (usually a JALLC analysis report). First, a Coordinating Draft of the product is sent to the customer and key stakeholders for approval. Any comments on the Coordinating Draft are incorporated. The written product is then finalized and signed by JALLC's commander for publication.

The purpose of the Post-Project Stage is to wrap up the project. This stage focuses on promoting the JALLC Final Product, archiving the project workspace, and ensuring that the JALLC's staff capture any significant lessons from the conduct of the project.

By following the JALLC Project Approach, JALLC customers can be ensured of receiving quality analysis delivered in a timely manner.

For more information on the JALLC, our activities, and how to engage the JALLC, visit our website: www.jallc.nato.int.

Lessons Learned

Institutionalizing the Lessons Learned Process



The JALLC's Advisory and Training Team (JATT) was established to support ACT's outreach activities and assists 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 Process and Capability. In 2015 and 2016 the JATT made over 40 trips to around 35 different countries in Europe, Asia, Africa, and North America and even travelled to Australia to provide training and education to a host of different military organizations.

This year the JATT have already completed a very busy schedule. For example, from 08 to 12 February the JATT provided Lessons Learned training to LL personnel at HQ Multinational Corps NE in Stetten, Poland, preparing new staff members for their role in the NATO Lessons Learned Process. From 14 to 18 March, the team travelled to Tbilisi, Georgia, representing the JALLC at the Military Partnership Directorate Conference.

The JALLC's outreach agenda for the second semester of 2016 is set to be as full as the first semester, with trips planned to Finland and Afghanistan among others.

NATO Lessons Learned Portal Highlights

The NATO Lessons Learned Portal (NLLP) has made several recent additions to their document library. You can discover a wealth of information in the latest editions of the Joint Analysis Handbook and the NATO Lessons Learned Handbook. If you are seeking to discuss, raise awareness or stimulate comprehensive thinking on NATO Civil-Military Interaction (CMI) related issues, such as mission experiences, concepts, doctrine or lessons learned, then be sure to check out the Civil-Military Cooperation COE CMI Best & Bad Practices Handbook. Further reading on the NLLP includes the revealing After-Action Report (AAR) on the improvised explosive device (IED) training held in parts of Africa.

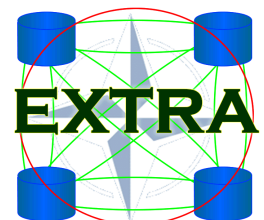


The NLLP managers are always ready to help those wishing to join and contribute to the NLLP and/or those using the information provided on the NLLP, as well as to provide support, advice, and their experience or to help with any queries you may have regarding the NLLP. Contact them at nllp@jallc.nato.int.

NATO Extra Portal Highlights

The NATO Exercises, Training, Reporting and Analysis (EXTRA) Portal is an information sharing platform dedicated to sharing exercise and training related knowledge and lessons. The EXTRA Portal was launched in 2014 and has since grown into a successful tool for the exercises and training community. The EXTRA Portal now contains over 29 major NATO exercises and has become integral to the new NATO Exercise Reporting and Lessons Handling Process. Success is shown in the Portal's numbers as it receives over 15 000 views a month and recently hit 500 000 views in total since its launch. Due to this overwhelming popularity, the Portal will release a new and updated user manual to ensure all members are able to navigate and participate with ease.

The EXTRA Portal managers are always ready to help those wishing to join and contribute to the Portal and/or those using the information provided on the Portal. They provide support, advice, and their experience to help you with any queries you may have regarding the EXTRA Portal. Please note management of the Portal is being transferred from JALLC to HQ SACT JFT over the next few months.

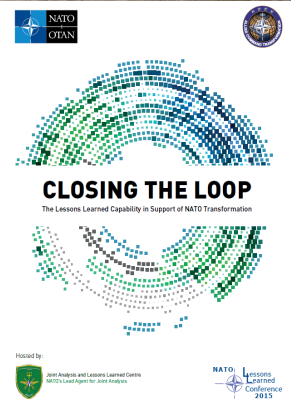


The NATO Lessons Learned Conference

Closing the Loop; the 2015 edition of the NLLC



The NATO Lessons Learned Conference (NLLC) 2015 was at the Joint Analysis & Lessons Learned Centre in Lisbon, Portugal. The conference was a great success with over 275 participants, from 91 entities including the NATO Command Structure, the NATO Force Structure, various International Organizations, Non Governmental Organizations, and National Ministries of Defense. Overall, 39 nations were represented including nine of which are NATO Partner for Peace nations. The 2015 Conference examined how NATO's learning process can be better structured to continuous learning. Participants discussed a wide range of topics relating to the theme of the conference: "**Closing the loop: The lessons learned capability in support of NATO transformation.**" Some topics included *Key lessons from Crisis Management operations* and, *How NATO can better interact with Non-NATO entities.*



Deputy Supreme Allied Commander Transformation, General Mirco Zurlani opened the first day of the conference. Three panels took place following the opening. The panels looked at the previous lessons learned, ongoing operations from different perspectives, and the importance of lessons learned during exercises to NATO transformation. The second day panels discussed a range of topics including lessons learned from exercises, how the lessons Learned Process supports NATO transformation, and how NATO can improve interaction with non-NATO entities. The conference concluded on day three with two panels, which presented key sessions from crisis management operations, looking specifically at

Ukraine and Ebola crises. The NLLC 2015 report was published by JALLC in December 2015. It encompassed a full summary of all the panels, updates, briefings, as well as notable facts about the conference. A copy of the NLLC 2015 Report can be downloaded from the JALLC's website.

Total Attendance	276
NATO	162
NATO National Bodies	90
Partner National Bodies	18
Attendees from IOs	6
Total Nations Represented	39
NATO Representation	
NATO HQ	5
Agencies	1
NCS HQs	119
NFS HQs	12
COEs	25

NLLC 2015 Facts and Figures

IOs & NGOs	6
NATO National Representation	
National MOD & Joint Staff	78
National Commands/HQs	8
National Training/Doctrine/LL Centres	4
Partner National Representation	
National MOD & Joint Staff	13
National Commands/HQs	2
National Training/Doctrine/LL Centres	3



The Future of Lessons Learned: NLLC 2016

This year's NLLC takes place from 29 to 30 November and will be held, once again, at the Portuguese Military Academy in Amadora, Portugal. Much progress has been made in recent years by the Alliance towards improving the Lessons Learned Capability in place. This year's Conference aim is to assess how NATO's Lessons Learned Capability supports the Alliance's ability to improve and innovate. The theme of the conference is, ***The Future of Lessons Learned: Improvement and Innovation*** and will include panels on relevant topics such as Supreme Allied Commander Transformation's Focus Areas, the NATO Readiness Action Plan, and how to improve Lessons Learned support among NATO and the Allies.



LTC Stephane Barret, who is the JALLC's Lessons Learned Analysis Support Branch Head, and in charge of coordinating the NLLC said, *"This year's conference is shaping up nicely. We have several very interesting key speakers lined up and we are talking to our partners from industry about providing their perspective on the future of lessons learned."* When asked about what lessons had been learned from last year's conference, LTC Barret commented, *"We have decided to shorten the conference this year from two and a half days to just two days. Although this means a more intensive experience for participants, we believe doing so will allow for better synergy between the panels and encourage participants to think across the subject matter rather than compartmentalize. This is something we identified last year and are hoping to improve on this year."* LTC Barret also noted that, *"There will be plenty of time allotted for participants to network and socialize; an important outcome of the conference is the opportunity it provides for the Lessons Learned community to meet face to face."*



Since 2003, the JALLC has hosted the annual NATO Lessons Learned Conference (NLLC), which has become an important event in NATO's Lessons Learned calendar, bringing together participants from NATO and National entities, developing a stronger NATO Lessons Learned Community. This event provides participants with the opportunity for the exchange of information within the NATO Lessons Learned community and stimulates discussions on thoughtful and suitable practices for improving the Joint Analysis and the Lessons Learned process, enabling the continuous transformation of the Alliance.

Preliminary Agenda

Tuesday 29 November

- Conference Opening
- SACT Focus Areas
- NATO RAP– Assurance and Reassurance
- NATO HQ and NCS Updates
- Briefings: Innovative Ideas for the Future of Lessons Learned

Wednesday 30 November

- How to Improve NATO LL Support to Nations
- How to Improve Nation's LL Support to NATO
- How to Improve NATO-COE LL Interaction
- Conference Close

New RUSI-JALLC Partnership

By: Dr. Henrik Heidenkamp, CIV DEU, Research Analyst JALLC



In May this year, the Royal United Services Institute for Defence and Security Studies (RUSI) and the JALLC agreed on a formal partnership framework going forward starting in 2016.

The RUSI is a global defence and security think tank headquartered and principally based in London with offices in North America, Europe, the Middle East, and Japan. Founded by the Duke of Wellington in 1831, it is the oldest and one of the most prestigious defence and security think tanks in the world. RUSI's research is wide-ranging, fully independent, evidence-based, and influential.

The partnership agreement emerged out of the initial visit of the RUSI delegation headed by Professor John Louth (Director Defence, Industries and Society, RUSI) to the JALLC in February 2016. During this visit, Professor Louth and the JALLC's Commander, Brigadier-General Romanian Army, Mircea Mîndrescu, articulated their shared ambition to develop a mutually supported collegiate relationship.

During the recent kick-off meeting in London attended by Brigadier-General Mircea Mîndrescu, JALLC's Principal Operational Research Analyst (PORA), and JALLC's official Point-of-Contact for the RUSI-JALLC Partnership Dr. Henrik Heidenkamp, both organizations agreed on a number of activities including:

- a working seminar on defence and security research methods and methodology;
- a workshop covering JALLC project themes; and
- two lectures on contemporary strategic-level defence and security topics.



Furthermore, the JALLC has taken on a major corporate RUSI membership giving the JALLC unique access to the broader defence and security community through RUSI publications (RUSI Journal, RUSI Newsbrief, Whitehall Reports, Whitehall Papers, etc.), online content such as live streaming of RUSI events, and exclusive meetings with RUSI senior staff.

Commenting on the new RUSI-JALLC partnership, Brigadier-General Mircea Mîndrescu stated:

"With both RUSI and the JALLC being important contributors to the defence discourse within NATO and beyond, it is apparent to me that each organization and their staff will considerably benefit from this emerging partnership. I am certain that the relationship will support the Alliance's ambition to be 'a peoples' learning organization,' as called for by the Chief of Staff for Allied Command Transformation – Air Marshal Graham Stacey – during his recent visit to the JALLC."



RUSI's Professor Louth, echoed BG Mîndrescu's words stressing that, *"RUSI is looking forward to engage with the JALLC in a constant exchange of thoughts around a broad array of security and defence themes, to share best practices, and exploit the potential for joint learning."*

RUSI and the JALLC will scope other potential areas of cooperation as the relationship develops. Highlighting this longer-term commitment, RUSI's Professor Louth accepted the JALLC's invitation to deliver a speech at this year's NATO Lessons Learned Conference in Lisbon on the topic of *Independent Analysis in support of long-term decision-making*.

Education & Training

JALLC Analyst Training Course 2016



The JALLC Analyst Training Course (JATC) is a five-day course which is usually held twice a year at the JALLC in Monsanto, Lisbon, Portugal. Participants are led through a wide range of issues and topics related to the conduct of analysis at the JALLC. The course covers all stages of the JALLC Project Approach (JPA) and includes lectures and practical group assignments which give the students a chance to practice knowledge they gained during the lectures. The course also includes training on how to organize findings into a written product.

From 28 September to 02 October 2015, the JALLC ran the second JATC of 2015. Eleven participants, including a number of non-JALLC students hailing from as far as Australia and Canada; some of the JALLC's newly recruited civilian analysts joined the JALLC's instructors for a week of intensive learning. Course director, Mrs. Jacqueline Eaton, the JALLC's Senior Operational Research Analyst, ensured the smooth running of the course which included lectures on project management, analysis techniques, and analytical writing as well as practical training modules which allow participants to practice what they have learned.

Mrs. Eaton noted that, *"Participants must be prepared to engage and work hard if they are to get the maximum out of this course. It was intensive and demanding but the intention was to leave the participants with a working understanding of how to run an analysis or research based project and provide them the basic skills to conduct analysis and present the findings."*

You can find out how to apply for the course by visiting our website at www.jallc.nato.int.

Lessons Learned Staff Officers Course

Effective June 2011, the JALLC took over the directorship and management of the NATO Lessons Learned Staff Officer Course (NLLSOC). The course is facilitated by the Swedish Armed Forces International Centre in Kungsängen near Stockholm, Sweden.

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

Lecturers and mentors come from both Allied Command Operations and Allied Command Transformation, whilst guest speakers come from a plethora of locations and Nations. Contributors include both civilian and military staff from the JALLC. This course promises a good balance between lectures and practical activities, and includes history, background, networking opportunities, and the opportunity to share lessons learned.

To apply for the next NATO LLSO, please download and complete the Application Form located on the JALLC website, and return it to:

NATOLLSOC@jallc.nato.int

The next course is scheduled for 07 – 11 November 2016 and the closing date to register is 30 September 2016.



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 SACT with evidence-based Lessons from Operations and Exercises — Two Decades of Lessons from Operations and Exercises (November 2014)

Supporting the JWC in studying implementation of the NATO Force Structure (NFS) Joint Task Force (JTF) HQ concept at Exercise Trident Jaguar (TRJR) 14 (May 2015)

Supporting the International Military Staff by identifying the military requirements for NATO's Attack on the Networks capability, in order to contribute to its improvement. — Attack the Networks (May 2015)

Supporting the International Military Staff to improve NATO's efforts to prevent Civilian Casualties (CIVCAS) by analysing how ISAF significantly reduced CIVAS — Protection of Civilians (February 2015)

The JALLC at a Glance

- 278 people** attended the 2015 NATO Lessons Learned Conference, representing 39 Nations and various NATO HQ, Agencies and Centres of Excellence.
- 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:
 - A document sharing platform
 - Communities of Interest (CoI)
 - Planning support tools for LL activities
 - LL training interface
 - The NATO LL Process Tracking Tool
- Are you interested in creating a LL Col on the NLLP? Please visit the NLLP website at <http://nllp.jallc.nato.int> or contact us at ll@jallc.nato.int
- Every year the JALLC organizes the NATO Lessons Learned Conference. This has become an important event in the Lessons Learned calendar which brings together all NATO and National entities, developing a stronger NATO Lessons Learned Community. Such an event provides the opportunity for the exchange of information and stimulates discussions on best and suitable practices for improving the Joint Analysis and Lessons Learned process, enabling the continuous improvement of the Alliance. This year's conference will take place from 29-30 November.
- 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.
- 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 Lessons Learned Course.
- The JALLC aims to conduct eight 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.
- In 2015 and 2016 the JALLC team made over 40 trips (lessons, 450 travel days) to around 35 different countries in Europe, Asia, Australia, Africa, and North America.
- 75-80% of JALLC Analysis Reports are endorsed and go on to contribute to NATO's Transformation.
- Since its inception, the JALLC has published over 120 Analysis Reports.



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