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"JALLC has proved conclusively that through our analyses we have provided, and will continue to provide, objective evidence for intelligent change."



SPECIAL EDITION!

10th Anniversary of the JALLC

From the Commander...

Ten years the JALLC has been in existence. Ten Septembers past, the first members of the JALLC assembled in the as yet unfinished building and began the at times difficult, but ultimately successful, process of creating NATO's first dedicated joint analysis body. Such anniversaries give occasion to reflect on where one has come from. In this special edition of The Explorer, we look back at our history, to see where we have come from and what we have accomplished in our decade of supporting NATO Transformation. Most of the articles were written by people who have been at JALLC since the beginning, so I think you will find this issue offers a very personal view of our past.

In reflecting on where JALLC has come from, I see our many accomplishments and our continual and increasingly significant contribution to constructive and timely transformation of the Alliance—Ten years in support of intelligent change! JALLC's role in NATO is well understood and its products are respected and provide valuable insight for NATO's leadership. But I also see that there is much still to do. So we must look forward as well, and plan for achieving those things not yet done. When I look forward, I see challenges of course, but also opportunities to improve NATO's ability to learn from its experience, to become a better learning organization. JALLC will continue to be at the forefront of making NATO a better learning organization. In short, I see a bright future. Happy Birthday JALLC!

Peter Sonneby
Brigadier General, Danish Air Force

10 Years of Analysis Support to Transformation

By John Redmayne
JALLC Principal Operations Research Analyst

The JALLC's original mission on its activation on 02 September 2002 was to "be NATO's central agency for conducting analysis of real-world joint military operations and exercises". This mission statement was refined by the NATO Military Committee (MC) in April 2004 to be "NATO's centre for performing joint analysis of operations, training, exercises and Concept Development and Experimentation collective experiments". Since 2002, JALLC has published 131 analysis reports and papers and has thrived in our assigned mission as NATO's centre for joint analysis.

With regards to operations, JALLC has investigated, understood, identified causes and presented potential solutions to issues that have been raised by Commanders of all operations and missions carried out by NATO since our activation. These issues have covered the complete spectrum from the tactical level, such as force protection in the International Security Assistance Force (ISAF), through the operational level—for example, Information Operations—to the strategic level, a good example being the 2011 JALLC study on the NATO Crisis Response Operations Urgent Requirements approval process. We



JALLC analysts deployed to Herat, Afghanistan in 2005 in support of the study on ISAF Stage II Expansion, which looked at the handover of Region West from the US-led Coalition to NATO.

have also provided analysis support to lessons learned activities for NATO operations, the most recent being the publication of the lessons from Operation UNIFIED PROTECTOR.

In the area of training, JALLC has examined and reported on the effectiveness of ISAF Pre-Deployment Training, including the training of staffs posted to ISAF HQ, ISAF Joint Command, the Regional Commands and the Operational Mentoring and Liaison Teams.

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Exercise analysis was the focus of the JALLC's predecessor organization, the Permanent Maritime Analysis Team (PAT) and JALLC has continued the tradition. We have been being constantly engaged in the analysis of the NATO STEADFAST series of exercises, primarily with the aim of improving the command and control of the NATO Response Force (NRF). However, NATO exercises have also been used as venues for JALLC to analyse other concepts, such as the NATO approach to time sensitive targeting (TST). More recently, JALLC has assisted NATO HQ in extracting pertinent lessons from the annual Crisis Management Exercises (CMX).

JALLC has also contributed significantly to the analysis of experiments. In 2003, we assisted HQ SACT in the very first collective experiments carried out by ACT during Exercise NORTHERN LIGHT 03. We also contributed to the NATO approach to Comprehensive Operations Planning through the analysis of Multi-National Experiment (MNE) 3, 4 and 5.

Finally, JALLC has conducted a number of political level analyses; examples of such studies include assisting NATO HQ International Staff (IS) in developing defence metrics and improving the management of partnerships.

In summary, JALLC has proved conclusively that it is indeed NATO's lead agent for joint analysis and through our analyses we have provided, and will continue to provide, objective evidence for intelligent change.

JALLC Member in the Spotlight



**Colonel
Karlheinz Nickel**
German Air Force
Chief Operations Branch

On 10 August, Commander JALLC presented Colonel Karlheinz Nickel with an award from the German Minister of Defence marking 40 years of distinguished service.

COL Nickel entered the German Air Force as *Flieger* in August 1972 and began his flight training with the US Air Force in July of 1974. After completing advanced flight training in Sheppard and Shaw Air Force Bases in the United States, he earned his wings in 1976. COL Nickel flew operationally in the Luftwaffe in the RF-4E and other variants and achieved over 2,975 tactical hours. In 1990 he graduated from the French Military Academy, *Ecole Supérieure de Guerre*, in Paris. Col Nickel has also served on many national and multinational and NATO staffs, including his posting to JALLC in 2009.

Col Nickel will retire in July of 2013 after 41 years of distinguished service to his country and to NATO. The milestone reflects great credit upon himself, and is in keeping with the highest traditions of the German Air Force.

The NATO LL Conference

Ten years of providing a forum for NATO's LL Professionals

By LTC Fernando Duarte,
JALLC Production Branch

"The aim of the conference was to exchange views and ideas on NATO's Lessons Learned Process in general and more specifically on the required NATO LLDdb and PfP LLDdb, including remedial action tracking".

This is the first statement in the Final Report of the 2003 NATO LL Conference, the first one hosted by JALLC and held in the Estoril Eden Hotel, in Cascais, 06 to 07 October 2003. It was attended by 51 people from 34 Commands, Nations, and Agencies.

Since then, JALLC has organized seven Annual Conferences (there was none in 2004), each with a bigger and bigger audience. Until 2006, the event occurred in hotels near JALLC, but as the number of participants increased, JALLC found a better solution: since 2007, the Military Academy of the Portuguese Army has hosted the NATO LL Conference. Using this state-of-the-art facility, which our host nation makes available to us, has saved a lot of money and allowed us to accommodate more people in greater comfort.

Until 2010, the NATO LL Conference ran under the theme of the LL Capability and Process and their nuanc-

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es: collecting, analysing, staffing, endorsing, tasking, etc. It was aimed at LL Practitioners, concerning sharing and networking.

In 2011, taking advantage of several Alliance commitments, the conference theme was expanded to "Extracting Lessons from Operations" with the intention of aiming the content more at operators and stakeholders, in order to have them more involved in the LL Process. Four Panel discussions took place, offering perspectives on what needs to be done and what can be improved to help the Alliance face new challenges. The conference was

attended by our largest audience yet: 271 participants, who represented 34 NATO Commands and Bodies, 22 NATO Nations, 9 PfP countries and Australia.

This year, taking advantage of the celebration of the JALLC's 10th Anniversary, the conference theme is "Learning from the Past / Prepare for the Future". At the conference, we will try to link the LL Process and Capability to the Operations of the last decade and anticipate how to move in the future through three Panel discussions on the topics of ISAF Transition, OUP and, to bring it all together, a panel called a Decade of Conflict.

The Changing Face of JALLC

By Mr Luca Ranise, Chief Budget & Finance Branch

Moving to a place you had only seen in Wim Wender's *Lisbon Story* might be difficult. Accepting the challenge of working for an organization whose acronym meant nothing to most people was daring. But there we met, on 02 September 2002, in Monsanto's bunker, waiting to know our fate and curious to see what JALLC's role would be in a NATO that was transforming at a dramatic speed in order to maintain its credibility and effectiveness in a continuously changing world.

The beginnings were not easy. In no time we were plunged into ISAF without a clear mandate. Meanwhile NATO was undertaking the most far reaching reform of its structure since its establishment, with the suppression of ACLANT and the creation of Allied Command Transformation (many forget that JALLC was established before the idea for a strategic command for transformation came out of the Prague Summit).

While our structure was being changed to reflect the arrangements of the then new Command Structure, NTM-I came, and then Katrina, Pakistan Relief, and the like. And, of course, more and more ISAF. In this turmoil, the JALLC was still desperately trying to establish itself as a valuable asset to the Alliance, an objective that could only be achieved with the buy-in of the NATO political and military structure. And JALLC's efforts were rewarded with the approval of first the Bi-SC Lessons Learned Directive and, a year later, a NATO Lessons Learned Policy, which defined a clear lessons learned process in NATO.

From the first reports, filed on some dusty shelves somewhere throughout the NATO Commands, to the recent report on Lessons Learned from OUP, endorsed by the North Atlantic Council, lots of things have changed. That tiny entity that seemed disposable to many is now one of the most appreciated realities of the NATO Command Structure, enjoying a solid reputation as NATO's Lead Agent for joint analysis. Many contributed to this amazing achievement; we, the 'JALLC founders', are particularly proud of having walked that extra mile to make this happen.



JALLC staff members deployed to ISAF. Since 2008, JALLC has had a permanent representative in HQ ISAF to provide LL support to the ISAF staff and assist Analysis Teams deploying to theatre

JALLC Outreach over the Years

By Mr Andrew Eden, JALLC Advisory and Training Team

The JALLC Advisory and Training Team (JATT) was established in Spring 2010 to provide practical support for the Lessons Learned (LL) capability to NATO Command and Force Structure headquarters, NATO Nations and also non-NATO nations. However, the JALLC has a long tradition of outreach to the LL community. The NATO LL Conference brings the LL community together, and JALLC has presented at a large number of training events, seminars and working groups to provide expertise in general LL process terms and on specific analysis themes. Indeed, JALLC is often seen as a source of subject matter expertise in many areas beyond LL.

In JALLC's early years, much of JALLC's outreach was done by the Production Branch, for LL issues, and by the Operations and ETEE Divisions for analysis project outputs, for instance, exercise preparation such as the STEADFAST series. Gradually, as JALLC's analysis experience expanded and capacity developed, the requirement for outreach increased. This demand has required the establishment of the JATT, for training and mentoring in LL, and a suite of media to promote LL management and JALLC analysis projects. These have included the NATO LL Portal, initiated in 2010, the publication of the JALLC Analysis Handbook (2005), the publication of the NATO LL Handbook (2010), JALLC Project Factsheets, produced from 2011, and JALLC's newsletter *The Explorer*, first published in October 2010.



LL Outreach takes JALLC staff all over the world. In 2010, JALLC provided LL training to the African Union Exercise AMANI AFRICA Evaluation Team in Addis Ababa, Ethiopia.

In May 2009 JALLC supported the pilot NATO LL Staff Officers' Course, hosted by the Swedish Armed Forces International Centre, and currently holds the directorship of the course. This highly popular course has trained over 400 students from 40 nations, and is responsible for significantly better understanding of the value and importance of LL within the Alliance and its Partners.

The future will present a number of outreach challenges to JALLC. The JATT's medium-term goal for 2013 is to focus internally on the new NATO structure to consolidate LL as a force for positive change.

Creating a Vision for JALLC

Reflection of a former JALLC Director

By Major General Mehmet Çetin, Turkish Army (Ret'd)
Director JALLC between 02 July 2004 and 08 August 2007

When I assumed the JALLC command, there was an awful lot for us to accomplish to get from initial operational capability to full operational capability and a lot we needed to do just two years after JALLC establishment to prove ourselves as a productive, responsive and credible organization in NATO.

We started by implementing a new JALLC structure and the reorganization of JALLC divisions and branches in 2004. Then, we shifted JALLC analysis efforts to concentrate on NATO operations. We deployed JALLC officers to every NATO operational theatre; from Afghanistan and ISAF, to Baghdad and NTM-I, from Kosovo and KFOR to the Darfur region of Africa and AMIS, from Pakistan and the relief operations after the deadly earthquake, to Greece and the 2004 Olympics and to Operation Active Endeavour in the Mediterranean sea, and to Cape Verde and Steadfast Jaguar in support of NRF exercises. Many solid analysis reports were written and published and they seemed like we addressed every warfighting and peacekeeping issue challenging our Alliance.

Our customers were satisfied, because our reports were straightforward with in-depth analysis, were unbiased and uninfluenced, yet sensitive to the multinational make-up of our Alliance. Our reports drew the attention of the highest levels of NATO in Brussels; reports on ISAF PRTs, the disaster relief operations in Pakistan and on Operation Active Endeavour in the Mediterranean Sea. While conducting our analysis tasks by being responsive and productive to the demands, we managed to achieve JALLC's initial and final operational capability. We launched the NATO classified, and subsequently the unclassified, lessons learned databases and further developed the LLDdb software to make it a more user friendly tool open for use to all nations and NATO bodies. At that time, five nations asked to use the same database for national data collection.

We also initiated a very successful annual lessons learned conference attended by many NATO nations, commands and organizations thus creating a forum where experiences and new developments can be shared and exchanged. In support of a standardized method of analysis and reporting within NATO, we developed analysis supporting tools, such as the observation collection programme, the first and second edition of the Joint Analysis Handbook, all free to download from our homepage. We published many lessons learned related articles in various magazines and leaflets as well as giving numerous lectures at meetings, conferences and educational events to provide support and training in lessons learned. We contributed to the NATO BI-SC lessons learned guide, to the BI-SC lessons learned directive, and to the envisioned Military Committee lessons learned policy document.

This may all lie in the past but it is a formidable checklist of success and it was the product of the vision and the dedication of the talented and hard working personnel of JALLC. The bottom line is that I was quite happy then to see how the JALLC was organized, equipped and operationally tested with its highly regarded products and responsiveness to the increasing demands for analysis and lessons learned related tasks across the NATO area of responsibility and beyond.



General Çetin (l) prepares to take command of JALLC from its first Director, Maj. General Jean-Pierre Roman (r) in the presence of then SACT, Admiral Ed Giambastiani, and the Director JWC, Lt. Gen. Thorstein Skiaker



General Çetin on the roof of the NATO Training Mission – Iraq building in Baghdad during a 2005 visit to the JALLC staff deployed there.

In my three exciting, tiring and stimulating years at JALLC, I had the pleasure of seeing many improvements to the work of the JALLC, acknowledged by nations and supported by NATO's strategic and operational commanders. All of this would not have been possible if I had not been surrounded by a very professional, knowledgeable and enthusiastic JALLC staff. They never let me down and by taking this opportunity I would like to thank them all for their endless energy, dedication to duty and superb professionalism over my three years. I am sure that JALLC is now achieving much more successful tasks and improving itself. I do wish JALLC staff all the best, health, happiness and success in their careers and future endeavours.

The Evolution of NATO's Training for ISAF

By Mr Staale Hansen, JALLC Contractor for PDT

NATO assumed the lead of ISAF in 2003, and over the years the NATO ISAF mission in Afghanistan expanded to involve ISAF Joint Command, Regional Commands, and training and mentoring of Afghan National Army and Police. With the command and control of the mission came the responsibility for the Pre Deployment Training (PDT) of the personnel filling posts in the HQs as well as preparation of the National teams who would train the Afghan Security Forces.

The JALLC Training Analysis Team (TAT) has followed NATO-led PDT for ISAF since the beginning, and this has included participation and analysis of PDT events and courses for HQ ISAF, IJC, RCs, PRTs, OMLTs and POMLTs. The Team has produced a series of reports and recommended improvements based on observations, Lessons Identified / Lessons Learned and validated the training in-theatre by interviews of the Training Audiences. Generally, the Training Events (TE) and courses have been developed in accordance with the recommendations and the Training Audiences consistently report that PDT has become very good, realistic training that prepares them very well for the mission.

In the beginning the JALLC TAT was the single agency with responsibility for the PDT LL process and the improvements reports. Later on, the Officer Conducting the Exercise and Officer Directing the Exercise, after training by the JALLC TAT, established their own LL branches and together with JALLC formed the LL/Analysis Team during the TEs and together produced the TE LI Action Plan. However, the JALLC TAT has been the only agency involved in every PDT event and is therefore uniquely positioned to bridge LI/LL between all the delivering actors.

The recommendations given in the LI Action Plan and reports were always implemented into the next TE some months later and by doing so closed the learning loop. The LL/Analysis process together with the JALLC PDT reports have directly contributed to the high quality of ISAF PDT and are a model of how to execute a LL process.



The author (r.) interviewing senior participants at the Phase II Police Operational Mentoring and Liaison Team held at French Centre National d'Entraînement de Gendarmerie in November 2010.



The Women and Men of JALLC – 03 July 2012

The growth of collaborative technologies and LL Sharing

By Mr Manuel Martins, JALLC CIS Manager

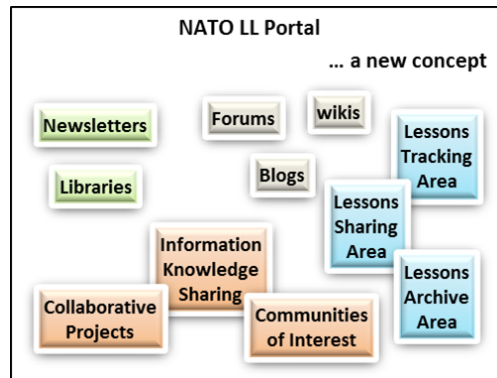
The history of capturing, storing and disseminating Lessons Learned (LL) in NATO over the years links directly with the evolution of dedicated information technologies.

JALLC's predecessor organization, the Permanent Maritime Analysis Team (PAT), located in Northwood, UK, was the first entity to gather and evaluate lessons within NATO. The way PAT performed this work directly correlated to the technology available at that time. Usually a team was deployed into an exercise or operation to collect data. That data was stored in a database, then exported as *html* documents that were compiled and put into a Windows Help format. The last step was to burn a CD and distribute it among the key players of that specific exercise or operation.

In the early years of JALLC, coinciding with the beginning of the 2000s, the paradigm of the information system was changing. With the growth of the Web, the way was opened for information to be consumed through network using websites, web applications, and browsers. At this time (2005 and 2006) NATO created the first directive and policies regarding the approach to the LL process, with the introduction of staffing workflows and implementation of remedial actions. Within this context the first online NATO Lessons Learned Database (LLDb) was created—for the first time users could consume data and interact with the process from a centralized point. JALLC is tasked to manage this LLDb that started operation in 2005.

Nowadays web technologies have grown even more and collaboration platforms have gained relevance, enabling users to create and share content, and work together much more interactively (blogs, forums, chats, wikis, social networking sites, etc). JALLC joined this trend with the creation of the NATO LL Portal, which allows much greater collaboration and freer sharing of information related to LL outside the strict management confines of the staffing tool which is the LLDb.

As information technology continues to develop, there is no doubt it will influence how the LL community will deal with the business of learning lessons. The trend is clear: LL staff and stakeholders alike will become more inter-



active contributors and participants vice simple consumers of LL information. This is the scenario that will drive future change of the NATO LLDb and LL Portal within a wider concept that is already under development in JALLC CIS Management Branch.

Upcoming LL Events

Joint Analyst Course at JALLC: 10–14 September 2012

NATO LL Conference 2012 in Lisbon:
23–25 October 2012

LL Staff Officer Course at SWEDINT: 05–09 November 2012

Recent JALLC Reports

- **Military Health Care Engagement in the Civilian Sector – Haiti Case Study** – 27 June 2012



FactSheets summarizing JALLC Reports can be found at:

<http://www.jallc.nato.int/newsmedia/reports.asp>

Read complete reports and other JALLC publications from the JALLC NS WAN archives at <http://www.jallc.nato.int>



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