



**Joint Analysis and
Lessons Learned Centre**

Lisboa - Portugal



JALLC/CG/21/153

Lisbon, 30 November 2021

TO: See Distribution

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SUBJECT: NATO LESSONS LEARNED PORTAL ACTIVE CONTENT MANAGEMENT CONCEPT

References:

- A. NATO Lessons Learned Capability Improvement Roadmap 2021-2025, 31 March 2021;
- B. Bi-Strategic Command Directive 080-006 Lessons Learned, 23 February 2018.

The Joint Analysis and Lessons Learned Centre (JALLC) was tasked to develop a NATO Lessons Learned Portal (NLLP) Active Content Management (ACM) Concept, as part of the Lesson Collection and Exploitation Line of Effort (LOE) within the NATO Lessons Learned Capability Improvement Roadmap 2021-2025 (Reference A), under Enabling LOE E3.

The JALLC NLLP ACM Concept aims to promote a common understanding of JALLC NLLP ACM by describing the component tasks, as defined in the Bi-SC Directive 080-006 Lessons Learned (Reference B), as well as the outputs associated with each of the tasks. Furthermore, the JALLC NLLP ACM Concept is consistent with the JALLC Analysis Concept, which was previously delivered under Enabling LOE E4 in the NATO Lessons Learned Capability Improvement Roadmap 2021-2025. The JALLC NLLP ACM Concept will be amended as necessary following the feedback cycles planned in Enabling LOE E3 within the Roadmap.

The JALLC NLLP ACM Concept was endorsed by the Lessons Learned Steering Group held on 23 November 2021 – please find it enclosed. Please distribute the JALLC NLLP ACM Concept as deemed appropriate.

A handwritten signature in blue ink, appearing to read 'Respectfully' followed by a stylized signature.

Bogdan Cernat
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Enclosure: The JALLC NATO Lessons Learned Portal Active Content Management Concept; 30 November 2021; JALLC/CG/21/154; NATO UNCLASSIFIED.

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THE JALLC NATO LESSONS LEARNED PORTAL ACTIVE CONTENT MANAGEMENT CONCEPT

REFERENCES

- A. Bi-SC; NATO Lessons Learned Optimization Action Plan; dated 15 June 2017; SH/PLANS/J7/PLL/LEL/FJPA/17-316640; 7800 TES FET 0100/TT-170211/Ser:NU; NATO UNCLASSIFIED Releasable to PfP
- B. NATO HQ; NATO Lessons Learned Policy; dated 21 October 2008; MCM-0111-2008; NATO UNCLASSIFIED
- C. Bi-SC; Bi-Strategic Command Directive 080-006 Lessons Learned; dated 23 February 2018; SH/PLANS/J7/PLL/OR/18-318588; NATO UNCLASSIFIED
- D. HQ SACT; Joint Analysis and Lessons Learned Centre Program of Work 2021; dated 16 December 2020; ACT/JFD/JDLL/TT-3445/Ser:NU0268; NATO UNCLASSIFIED
- E. Bi-SC; NATO Lessons Learned Capability Improvement Roadmap 2021-2025; dated 31 March 2021; SH/SDP/J7/FPR/LEL/JC/21-004936 and ACT/JFD/JDLL/TT-2201/SER:NU0410; NATO UNCLASSIFIED
- F. JALLC; The JALLC Analysis Concept; dated 14 October 2021; JALLC-CG-21-133; NATO UNCLASSIFIED

BACKGROUND

1. In 2016, the NATO Strategic Commands introduced the NATO Lessons Learned (LL) Optimization Action Plan (NLLOAP) (Reference A) to improve the implementation of the NATO LL Policy (Reference B). One of the aims stated in the NLLOAP was to realign the Joint Analysis and Lessons Learned Centre (JALLC) to, *“actively support the implementation and sustainment of the NATO LL Policy across NATO and perform NATO LL Portal (NLLP) Active Content Management (ACM)”*.
2. In order to establish a baseline for NLLP ACM, the 2018 Bi-SC Directive 080-006 LL (Reference C) describes it as: *“A continuous activity that includes analysis and assessment of data and information, to monitor and assess the conduct of the NATO LL Process, to reach out to the Originating Authority, Tasking Authority and Action Body for coordination and advice as required, to identify trends and strategic lessons, to monitor lessons from major NATO events (exercises and operations) and to push information to relevant authorities.”* NLLP ACM is embedded in JALLC’s mission and it is achieved through its programme of work (Reference D).
3. HQ SACT and SHAPE have a continuous requirement for NLLP ACM to support them in monitoring and assessing the conduct of the NATO LL Process and facilitating the reuse of LL information contained within the NLLP. More specifically, NLLP ACM aims to:

- Monitor the conduct of the NATO LL Process to keep LL stakeholders informed on the status and progress of NLLP items. This monitoring may allow JALLC to assess how well the NATO LL Process is being executed for certain activities, leading it to reach out to originators to provide feedback and guidance that may ultimately improve the conduct of the NATO LL Process and the quality of the NLLP content.
- Facilitate the reuse and exploitation of LL information contained within the NLLP by NATO and the Nations. This is done through various mechanisms, including the delivery of routine and ad-hoc products on key topics or areas of interest specified by a customer. Such products may convey overarching findings and insights that cannot be elicited from individual NLLP items alone. Amongst other things, these products may inform decision-making, warfare and warfighting development, capability development and doctrinal changes.

4. The operationalisation of NLLP ACM in recent years has highlighted that there is a need further clarify how each of the NLLP ACM tasks within the Bi-SC Directive 080-006 is delivered. Consequently, it was agreed that a NLLP ACM Concept should be developed to better define and ultimately strengthen NLLP ACM, as part of the Lesson Collection and Exploitation Line of Effort (LOE) within the NATO LL Capability Improvement Roadmap 2021-2025 (Reference E), under Enabling LOE E3.

PURPOSE & SCOPE

5. This NLLP ACM Concept aims to promote a common understanding of JALLC NLLP ACM by describing the component tasks, as defined in the Bi-SC Directive 080-006 LL, as well as the outputs associated with each of the tasks. The specific roles and responsibilities associated with the different NLLP ACM tasks are defined in more detail in the JALLC NLLP ACM Standard Operating Procedure.

6. Each NATO Body should conduct NLLP ACM under circumstances pertaining to their area of responsibility and interests. However, the scope of this concept is limited to NLLP ACM activities undertaken by the JALLC.

7. The JALLC NLLP ACM Concept will be amended as necessary following the feedback cycles planned in Enabling LOE E3 within the NATO LL Capability Improvement Roadmap 2021-2025 (Reference E).

8. The main body of this concept is divided into two parts:

- Overview of NLLP ACM tasks;
- NLLP ACM tasks and outputs.

9. The form to be used to request activities relating to NLLP ACM is presented in Annex A.

OVERVIEW OF NLLP ACM TASKS

10. Bi-SC Directive 080-006 LL defines NLLP ACM as a continuous activity that includes the following tasks:

- A. Analyse and assess NLLP data and information,
- B. Monitor and assess the conduct of the NATO Lessons Learned Process,
- C. Reach out to the Originating Authority (OA), Tasking Authority (TA) and Action Body (AB) for coordination and advice as required,

- D. Identify trends and strategic lessons,
- E. Monitor lessons from major NATO events (exercises and operations), and
- F. Push LL information to relevant authorities.

11. Some of these tasks are interrelated and should not be seen as isolated tasks. The analysis and assessment of NLLP data and information (task A) is the main focus of ACM and it is conducted through NLLP Content Analysis (NCA). All other tasks above are either initiated by or conducted as part of NCA.

12. In order to clarify the conduct of the NLLP ACM tasks in this Concept, some tasks have been merged as follows:

1. **NLLP Content Analysis.** This involves the analysis and assessment of NLLP data and information (task A in the list of ACM tasks from Bi-SC Directive 080-006 above). It also includes “identifying trends and strategic lessons” (task D).
2. **Monitor and assess the conduct of the NATO LL Process.** This task includes monitoring and assessing the conduct of the NATO LL Process (task B) and monitoring lessons from major NATO events (exercises and operations) (task E).
3. **Push LL information to relevant authorities (task F).**
4. **Reach out to OA, TA and AB for coordination and advice as required (task C).**

NLLP ACM TASKS AND OUTPUTS

13. The paragraphs below explain each of the NLLP ACM tasks (1-4) and the associated outputs. The tasks are not conducted in isolation and often the outputs of multiple ACM tasks are integrated to produce a single ACM product; therefore, there may not be a distinct output resulting from the conduct of each task.

1. NLLP Content Analysis

What is NCA?

14. NCA is the main focus of NLLP ACM, which is defined in the JALLC Analysis Concept (Reference F) as:

NCA is the analysis of LL information and trends in the NLLP in order to facilitate the reuse of LL information. NCA is one of the tasks JALLC conducts as part of NLLP ACM.

15. Within the wider requirement for NLLP ACM, the NCA task supports NATO entities and Nations in the exploitation of LL information contained within the NLLP.

NCA outputs

16. The outputs resulting from JALLC’s NCA can be either routine or ad-hoc products. In addition, NLLP data visualisation products may be produced to support routine or ad-hoc products, or they could be delivered as products in their own right.

17. **Routine products** are typically periodic reports that present an analysis of the NLLP content over the reporting period. Routine reports are used by HQ SACT and SHAPE to monitor the implementation of the NATO LL Process and contribute to their situational awareness of the implementation of NATO’s LL policy. Examples include:

- a. Reports produced for the Lessons Learned Steering Group (LLSG) during LL weeks. This involves content analysis to identify themes and text analytics as well as generating statistics and visualisations to present the overall situation and highlight trends.

- b. Monthly reports summarising the new submissions to the NLLP and staffing of NLLP items through the NATO LL Process over the month.
- c. Upon tasking, weekly reports on high-priority NLLP activities, such as the COVID-19 crisis. JALLC constantly monitored and analysed the conduct of the NATO LL Process and items produced in relation to COVID-19. JALLC analysts calculated statistics and performed qualitative content analysis of NLLP content associated with the crisis. JALLC issued weekly COVID-19 reports and pushed interactive visualizations in the form of COVID-19 dashboards and storyboards to staff and senior leaders throughout NATO.

18. **Ad-hoc products** are typically one-off reports that present a compendium of NLLP content relating to a topic of interest specified by a customer. Customers have used these products to inform discussions at national or NATO committees, boards and working groups, as well as to inform capability development and potential doctrinal changes. Examples of ad-hoc reports include the Command, Control and Consultation (C3) report for the C3 Board and the Resilience report for the NATO HQ Resilience Working Group.

Who conducts NCA?

19. A team of JALLC analysts is established to conduct NCA, depending on the scale of the task. However, any JALLC staff officer/analyst registered as a NLLP user is expected to conduct NCA-related tasks as required to fulfil their assigned duties. JALLC has developed interactive NLLP data visualisations and dashboards to support internal and external users in their analysis.

20. NATO bodies should only consider requesting JALLC NCA after they have exhausted all other means of obtaining the LL information they are interested in. This includes searching the NLLP and other NATO data repositories, and contacting subject-matter experts in their organizations and in relevant Centres of Excellence to request the required LL information.

How does NCA link to the other types of JALLC analysis?

21. While conducting NCA, JALLC analysts may develop findings that could be of strategic relevance. This may inform and/or trigger other types of JALLC analysis, such as Short Term Analysis (STA) or Joint Analysis (JA), both of which are described in the JALLC Analysis Concept (Reference F). Furthermore, many STA and JA projects include an element of NCA, as the NLLP is often one of the data sources considered.

2. Monitoring and assessing the conduct of the NATO LL Process

22. Through NLLP ACM, the conduct of the NATO LL Process is monitored to keep LL stakeholders informed on the status and progress of NLLP items through the NATO LL Process. This is done either through routine reporting of NLLP content, or in response to requests to monitor certain activities in the NLLP over a specified period of time (non-routine monitoring). These monitoring activities sometimes enable JALLC to assess how well the NATO LL Process is being executed for a specific activity and timeframe. The following paragraphs provide more detail on these monitoring and assessing activities in the context of NLLP ACM.

Routine monitoring

23. The routine monitoring of NLLP content is conducted by JALLC analysts through the delivery of periodic NCA products, such as the ACM annex in Commander JALLC's monthly report, which summarises new submissions to the NLLP and staffing of NLLP items through the NATO LL Process over the month. Another example is the NLLP ACM report produced for the LLSG during LL weeks.

Non-routine monitoring

24. Non-routine monitoring is initiated when a stakeholder requests that JALLC monitors NLLP items relating to a specific activity/topic, such as COVID-19, over a defined period of time.

JALLC typically addresses this request through the delivery of NCA products, which aim to inform stakeholders on the status and progress of NLLP items relating to the specified topic. The NCA products could be a single ad-hoc report, or a series of reports delivered periodically over the period of monitoring.

25. JALLC may also be requested to monitor lessons from major NATO events, such as exercises and operations, through the annual JALLC Programme of Work. This may be conducted either by JALLC staff officers supporting the event, or by JALLC analysts that have been assigned to provide analysis support to the event, through performing NCA on a regular or ad-hoc basis depending on the requirement.

Assessing the conduct of the NATO LL Process

26. The monitoring activities described above sometimes enable JALLC analysts to assess how well the NATO LL Process is being executed for a specific activity and timeframe, based on NLLP content only. For example, this may lead JALLC analysts to provide comments based on this kind of assessment in NCA products for the LLSG.

27. When conducting monitoring activities within NLLP ACM, JALLC staff may assess that some NLLP items contain errors or inconsistencies. In this case, JALLC may reach out to the originators to provide feedback in order to educate them on the best use of the NLLP to conduct the NATO LL Process, and to improve the quality of NLLP data (see section 4 below for more information on reach out activities). However, this does not imply that JALLC will quality assure individual NLLP items, as this task should continue to be done by Local Managers, LL Staff Officers and respective SMEs in the originating organizations.

28. Assessment activities within NLLP ACM should complement the NATO LL Capability assessments conducted by the JALLC's training team, rather than replace them.

3. Pushing LL information to relevant authorities

29. Pushing LL information to relevant authorities occurs when JALLC staff identify and share NLLP content that may be of interest to particular stakeholders. Therefore, this is a subsequent ACM task that is only initiated when relevant LL information is identified and, consequently, there are no specific deliverables. The LL information may be shared via email or by embedding hyperlinks to the relevant NLLP content in reports, publications or NATO sites.

30. This task is primarily done in three ways:

a. Pushing NCA products:

- i. JALLC staff may share completed NCA reports with stakeholders outside of the immediate customer community if the product is perceived to be interesting to them.
- ii. JALLC analysts may develop and push NLLP data visualisation products to relevant stakeholders, such as interactive dashboards and storyboards focussing on topics of interest, such as COVID-19.
- iii. If JALLC analysts identify a significant amount of NLLP content relating to NATO's priorities, such as SACT and SACEUR's Focus Areas, JALLC may initiate NCA to produce and share an ad-hoc product based the topic of interest.

b. Pushing LL information in the NLLP identified via NCA. While conducting NCA, JALLC analysts may identify and share NLLP items that could be of interest to certain stakeholders.

c. Pushing LL information identified through general NLLP use. All members of JALLC may identify and share relevant content when using the NLLP in their daily work.

4. Reach out to OA, TA and AB for coordination and advice as required

31. Reaching out to the OA, TA and AB for coordination and advice as required is a reactive task within NLLP ACM, as it depends on whether the need to reach out occurs. Consequently, there are no specific deliverables. Reach out is usually initiated in the following three situations:

- a. **Maintaining NLLP metadata.** This involves reaching out to the relevant bodies to correct or clarify the metadata of NLLP items in order to uphold a coherent approach to classifying items. This facilitates more efficient and effective searching of the NLLP, and supports analysts conducting NCA in identifying relevant NLLP content and producing accurate NLLP data visualisations. This type of reach out is typically done by, but not limited to, NLLP Managers at JALLC.
- b. **Clarifying the content of NLLP items during NCA.** When conducting NCA, JALLC analysts may require clarification or further information regarding the content of a particular NLLP item to support their analysis. In this case, the JALLC analyst would reach out to the originator with specific questions, which may result in the originator updating the NLLP item to include the clarifications or additional information, therefore improving the quality of NLLP content.
- c. **Training specific NATO bodies on the quality of items uploaded in the NLLP.** Finally, JALLC staff officers/analysts may reach out to a specific NATO Body during a training engagement, or following monitoring/assessing activities described in section 2, to discuss the quality of their NLLP submissions. This type of reach out aims to educate the specific NATO Body to help them to improve the quality of their NLLP submissions.

ANNEX A: NLLP ACM REQUEST FOR INFORMATION FORM

ID:	
Date:	

NLLP ACTIVE CONTENT MANAGEMENT (ACM)
REQUEST FOR INFORMATION (RFI) FORM

Originating HQ:

(Highlighted parts will be filled in by JALLC)

Subject <i>(main topic to be covered)</i>	
Request <i>(what is the expected deliverable)</i>	
Period <i>(the interval in which the NLLP inputs are considered)</i>	
Purpose of the request <i>(the rationale / for what the deliverable is used)</i>	
Proposed Deadline <i>(when the feedback is to be delivered)</i>	
POC in the Originating HQ <i>(rank, name, position, email, phone number and/or NCN)</i>	
Requested by: <i>(rank, name, management position: e.g. Division Head; Branch Head)</i>	
Is there any reason for <u>not</u> sharing the JALLC deliverable in the NLLP? <i>(If YES, please provide details)</i>	<ul style="list-style-type: none"> • Yes • No
JALLC Data Analysis Team Assessment	
JALLC Decision <i>(please provide comments)</i>	<ul style="list-style-type: none"> • Accepted • Rejected