**JOINT ANALYSIS AND
LESSONS LEARNED CENTRE**

NATO'S LEAD AGENT FOR LESSONS LEARNED

JALLC/CG/19/016   05 February 2019

To: See Distribution List

Subject: Procedure to Access the NATO Lessons Learned Portal (NLLP)

Reference: A. Bi-SC DIRECTIVE 080-006 LESSONS LEARNED, dated 28 February 2018, NATO UNCLASSIFIED.

B. Procedure for the Creation of the Lessons Learned Communities of Interest (LLCOI), 5000/TSC FET 0110/TT-140226/Ser: NU 1020, dated 6 November 2014, NATO UNCLASSIFIED.

1.   Status. The Bi-SC Directive 080-006 Lessons Learned (Reference A) established the NLLP as the single storing, tracking and sharing tool for NATO Lessons Learned information. The NLLP is managed by the Joint Analysis and Lessons Learned Centre (JALLC).

2.   Purpose. The purpose of this Procedure is to provide, *inter alia*, user instructions to access the NLLP. It is also intended to regulate the procedure for the creation of Lessons Learned Communities of Interest hosted by the NLLP and their subsequent administration.

The Procedure was revised and agreed by the two strategic commands on 15 December 2017, and was intended to be an annex to Reference A. However, for practical reasons, the two strategic commands decided that this Procedure should be a separate document, under Commander (COM) JALLC's approval authority, as this will allow for its update outside of the regular revision cycle required for a Bi-SC publication.

Moreover, as COM JALLC does not have the tasking authority to order Lessons Learned Staff Officers across NATO (i.e. from another entity) to upload Observations, Lessons Identified (LI), etc. into the NLLP, this Procedure is also required to set out the requirement for local commanders to direct local Lessons Learned structures to upload such Observations, LI, etc. into the Lessons Learned Staffing Area in the NLLP.

3.   Applicability. This Procedure is applicable to all NLLP users.

4.   Publication Updates. This Procedure will be revised, as required, by the JALLC; updates are authorized when approved by COM JALLC.

5.   This Procedure supersedes Reference B.

6.   Proponent. The lead proponent for this Procedure is COM JALLC.

António NASCIMENTO
Brigadier General, Portuguese Air Force
Commander JALLC

Enclosure: Procedure to Access the NATO Lessons Learned Portal.

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PROCEDURE TO ACCESS THE NATO LESSONS LEARNED PORTAL

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Stability Policing COE (SP COE)

Strategic Communications COE (STRATCOM COE)

MPD - Please pass to Partner Nations

Information:

NATO HQ

NATO IS

NATO IMS

NLLP ACCESS PROCEDURE

REFERENCE A

Bi-SC DIRECTIVE 080-006 LESSONS LEARNED, dated 28 February 2018, NATO UNCLASSIFIED.

GENERAL

1.   The NATO Lessons Learned Portal (NLLP) is the single storing, tracking and sharing tool for NATO Lessons Learned related information.

2.   The NLLP is available on the NS network, and has an unclassified version on the Internet/NATO UNCLASSIFIED (NU) network. Information in the NLLP is handled in accordance with the respective network's NATO Security Policy (NSP).

3.   The NLLP on the NS WAN is the single forum in NATO where uploaded Observations and Lessons[1] can be tracked throughout—and shared at the end of—the NATO LL Process, providing transparency and accountability in the field of NATO Lessons.

The NLLP has various functionalities including:

  a) facilitating and announcing events;

  b) sharing information within the Lessons Learned (LL) Community;

  c) acting as a sharing platform for all kind of LL related documents including for example operational reports, final exercise reports, lessons reports, analysis reports, assessment reports, directives, etc.

NLLP STRUCTURE

4.   The NLLP uses SharePoint web application platform and has the following webpages:

  a) Home;

  b) Lessons Learned Staffing;

  c) Documents and Lessons;

  d) Lessons Learned Communities of Interest;

  e) Lessons Learned Activities;

  f) Search Centre;

  g) My Account;

  h) Management;

  i) Links;

  j) Help.

5.   Below is a more detailed description of some of the key LL areas of the NLLP.

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[1] Throughout this Procedure, unless specifically stated otherwise, reference to Observations and Lessons means all types of observation, Lesson Identified (LI), Lesson Learned (LL), best practices and any other related information that may be uploaded to the NLLP.

LESSONS LEARNED STAFFING (LLS)

6.	The Lessons Learned Staffing Area, which is only available on the NS network version of the NLLP, is where formatted Observations and Lessons can be submitted and tracked which require staff action or for which staff action is being taken is required/taking place.

7.	The LLS Area does not substitute the chain of command or replace the normal staffing procedures.

8.	The origin of these Observations and Lessons can be explicit (written down as a single Observation or Lesson in their respective ODCR format) or implicit (written down in a non-ODCR format and included in a document (usually a report) which has been uploaded to the Documents and Lessons Area). It is noted that such implicit Observations and Lessons are a valuable and very important source of lessons-related information and need to be captured individually in the NLLP to ensure they are actioned and tracked. However, it remains the responsibility of the Originating Authority[2] that requested/approved the report (i.e. the command that uploaded the document containing the Implicit Observations and Lessons) to direct the LL structure inside that NATO body to extract those implicit Observations and Lessons for the relevant document and convert them into explicit Observations and Lessons, upload them in ODCR format to the LLS Area for proper action and tracking according to the NATO Lessons Learned Process.

9.	An Observation and/or Lesson in the LLS Area will be associated to a specific user, and a Local NLLP Manager who is responsible for taking action for it.

10.	Once an observation has reached the status of a Lesson Learned or Best Practice (i.e. at the end of the NATO LL Process), will then automatically be made available in the NLLP Library, thus improving the sharing of Lessons Learned related information.

DOCUMENTS AND LESSONS

11.	The Documents and Lessons Area consists of a number of pages sorted by topics.

12.	The Documents and Lessons Area is intended for sharing information from exercises, operations, studies, experimentations (reports, newsletters, doctrines, publications, handbooks, etc.).This area also includes the following type of LLs and BPs:

   a)	LLs and BPs transferred from the LLS Area at the end of the LL process;

   b)	LLs and BPs sent for sharing by Local NLLP Managers.

LESSONS LEARNED COMMUNITIES OF INTEREST (LLCOI)

13.	A LL COI Area is a specific website on the NLLP designed to facilitate the sharing of Lessons Learned related information and the interaction of the NLLP users with a common interest on a specific subject within a specific area of expertise. They are requested and administered by an entity within NATO and are tailor made to suit the needs of the relevant COI. As such, each LL COI area needs to be built and managed in accordance with Annex A to this Procedure.

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[2] For JALLC studies, the Originating Authority is the Customer (as defined in current Bi-SC Directive 080-091 Joint Analysis Requirements and Reports).

MANAGEMENT AREA

14.   This functionality is available only for the NLLP Managers and JALLC IT personnel, providing the tools to manage the user's access, information and LL inputs submitted to the NLLP.

HELP AREA

15.   This area provides support to NLLP Users regarding how to register, contribute, search and make use of different NLLP functionalities.

CATEGORIES OF USERS

16.   NLLP Users are grouped into the following categories:

Anonymous Users

17.   No login or password is required. Anonymous Users can access and read the information on the homepage and access limited information on different subpages linked to the homepage, as well as specific documents, in accordance with paragraph 26 of this Procedure (Information Management).

Standard Users

18.   Standard Users can have full access to the NLLP. They can share and upload information/documents to the NLLP and submit Observations in the LLS area.

Local NLLP Managers

19.   Local NLLP Managers are those LL Staff Officers assigned to LL posts within Bi-SC LL Structure with granted specific rights for the LL Staffing area. In addition to submitting LI/Potential Best Practices, LL/Best Practices, the Local NLLP Managers are authorised to validate the observation submitted by an user from his HQ and introduce the results of the Analysis Phase into the LL Staffing area. Also, they can contribute to the staffing process in case their entity is a Tasking Authority or it is appointed as AB.

LL Facilitators

20.   LL Facilitators are those Standard Users from the JALLC that are LL Analysts or members of the NATO LL Engagement Teams tasked to contribute to the improvement of a NATO LL capability. Facilitators are granted full visibility rights to all NLLP entries.

NLLP Managers

21.   NLLP Managers are JALLC staff members responsible for managing the NLLP. They have full visibility and administrative rights.

USER'S MANAGEMENT/GRANTING ACCESS TO THE NLLP

22.   Users' accounts are managed by the NLLP Managers. NATO is promoting the sharing of all LL related information with all bodies from the NCS, NFS, nations, partners, academic and research organizations, IOs and NGOs. However, with regard to granting access to the NLLP, the NLLP Managers will observe relevant NATO policies on information security as described in paragraphs 23 (Access to the NLLP on the NS WAN) and 24 (Access to the NLLP on NU WAN/internet).

ACCESS TO THE NLLP ON THE NS WAN

23.   NLLP Users with access to the NS WAN fall in two access categories:

a) Individuals that are part of AIS Domain; they do not require a username or password to access the NLLP. The NLLP Home Page provides instructions on how to sign into the NLLP in this respect;

b) Users from outside the AIS Domain; such Users will be granted access to the NLLP upon completing the User Registration process (which includes providing an official email address on the NS WAN). Username and password will then be provided, and access to the NLLP granted for a maximum of three years, depending on the user's post/function.

ACCESS TO THE NLLP ON NU WAN/INTERNET

24.   NLLP Users with access to the NLL on the NU WAN/Internet fall into the following access categories:

a) Users from NCS and NFS: access to the NLLP is granted upon completing the User Registration process (which includes providing an official email address). Access is granted for a maximum of three years.

b) Users from NATO Nations: access to the NLLP is granted upon completing the User Registration process (which includes providing an official military-related email address). Access is granted for a maximum of three years.

c) Users from NATO-led operations/missions: access is granted upon completing the User Registration process (which includes providing an official operation/mission-related email address). Access is granted for the duration of user's tour of duty.

d) Users from NATO Partners: A national Point of Contact (POC) is granted access upon completing the User Registration process and providing a national Security Clearance and an official military-related email address. This POC can then request access for other national representatives, based on their Security Clearance, official email address and on the principle of need to know in terms of access to information on the NLLP. Access will be granted for a maximum of two years for each user and the national POC will be the users' sponsor during the entire period.

e) Users from International Organizations (EU, OSCE, UN, etc.): Each international organization can request access to the NLLP for one of its members by email. This member will be granted access upon completing the User Registration process, providing its organizational Security Clearance and an official email address, so s/he subsequently becomes the organization's POC. The organization's POC can request access for other colleagues from the same organization, upon provision of their Security Clearance and their official email address and on the principle of need to know in terms of access to information on the NLLP. Access will be approved by the JALLC's Chief of Staff (COS) for a maximum of one year, and the organization POC will be the users' sponsor during the entire period.

f) Users from academic and research institutions and NGOs (Universities, think tanks, research foundations, etc.): Each institution can request access to the NLLP for one of its members through an official letter addressed to the Chief of Staff (COS) JALLC explaining the requirement and justification for access to the information on the NLLP. COS JALLC will take the decision, on a case by case basis to grant access based on the principle of need to know in terms of access to information on the NLLP and the merits of each case. If approved, this member will be granted access for a maximum of six months, upon provision of the relevant organizational Security Clearance and an official email address and subsequently becomes the organization's POC. The relevant POC can request additional access for other colleagues from the same institution by email, upon provision of their Security Clearance, their official email

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address and the principle of need to know in terms of access to information on the NLLP. Access will be granted by COS JALLC, for a maximum of six months, and the POC will be the users' sponsor during the entire period.

g) After NLLP account has expired, the respective user/national POC/organizational POC may be granted an extension upon sending an email to the NLLP Managers providing the justification for the extension. The extension may then be granted, on a case by case basis and at the discretion of the NLLP Managers, provided the conditions for access to the NLLP are still met, as per procedure described in this paragraph.

INFORMATION MANAGEMENT

25.   NLLP Users can submit information/documents to be shared in the NLLP only after logging in. All NLLP Users' contributions are subject to the NLLP Managers validation before being shared, in accordance with JALLC internal procedures and taking the following requirements into consideration:

a) The use of PDF format is encouraged.

b) Video and audio files should be accessible with Windows Media player.

c) When submitting a document, the user is required to add specific metadata that will facilitate an easy browsing and grouping of the documents.

26.   NLLP Managers will validate contributions, depending on their classification, as following:

a) Documents that do not have NATO security classifications (e.g. "releasable to the public", "unclassified", without security classification, etc.) for the NLLP on the NU WAN, NATO UNCLASSIFIED documents for the NLLP on the NS WAN: to be accessed by Anonymous users.

b) NATO UNCLASSIFIED information for the NLLP on the NU WAN, NATO RESTRICTED, NATO CONFIDENTIAL, NATO SECRET for the NLLP on the NS WAN: to be accessed by users after signing/logging in.

27.   Originators of NATO documents are responsible for assigning the correct security classification to the respective document, in accordance with NATO Security Policy regulations. They are encouraged to assign the lowest classification possible or to make them releasable as appropriate in order to increase the availability of information in the NLLP for Partners or without logging in. The originators of NATO UNCLASSIFIED documents are responsible for informing the NLLP Managers about any restriction in making them available for the NLLP on the other network, by email.

28.   By contributing information/documents to the NLLP, the originators of the documents agree that the information is shared with all NLLP users who have been granted access to the NLLP in accordance with this Procedure. The originator of the document will remain the exclusive owner of the information throughout its life span and any update or follow-up to the document remains the responsibility of the owner and should be sent to the NLLP Managers accordingly. For the avoidance of doubt: uploading a document to the NLLP does not transfer ownership of the document to the NLLP Managers, the JALLC, or any other related NATO entity.

29.   The documents exchange procedure between the NS WAN and NU WAN and vice versa apply as follows: The documents submitted by users for sharing to the NLLP that are marked NATO UNCLASSIFIED or with a lower security classification will be transferred between the NS WAN and NU WAN and vice versa with the same metadata by the NLLP

Managers, except for those situations when the originator of the document specifies a restriction for the transfer.

Annex A

TERMS OF REFERENCE FOR LESSONS LEARNED COMMUNITIES OF INTEREST AREAS ON THE NATO LESSONS LEARNED PORTAL

PURPOSE

1.   To provide the guidelines and regulations for establishing the management and use of LL COI Areas created and hosted on the NLLP.

DEFINITION

2.   A LL COI Area is a specific website on the NLLP designed to facilitate the sharing of Lessons Learned related information and the interaction of the NLLP users with a common interest on a specific subject within a specific area of expertise.

RESPONSIBILITIES FOR LL COI AREA CREATION

3.   LL COI Areas are created on the NLLP by the JALLC upon request from a Sponsoring Organization[3] and approval by COM JALLC (Application Form at Appendix 1).

4.   The LL COI Application Form can be downloaded from the NLLP. This form, once completed, should be sent by the Sponsoring Organization to the NLLP Managers, accompanied by any additional information via email to nllp@jallc.nato.int.

5.   The NLLP Managers will deconflict the request with existing LL COI Areas in the NLLP and will make a recommendation to COM JALLC.

6.   COM JALLC will evaluate the need and the added value of the LL COI Area, approving or declining the request.

7.   After the LL COI Area is published, NLLP Managers will monitor its development and use. In this respect, if a LLCOI Area is not updated within six months (intervals ending on May, respectively on November), the NLLP Managers will contact the LLCOI Administrator to be informed of the reason. Subsequently, based upon NLLP Managers' recommendation, COM JALLC has the authority to decide to archive LL COI Areas that are no longer in use.

8.   If the NLLP Managers receives no reply/answer from LLCOI Administrator within one month of the request for information, the NLLP Managers will recommend to COM JALLC to task the archiving of the respective LL COI Area.

9.   The COM JALLC Monthly Update will include information regarding the approval, creation, , and archiving decisions regarding LL COI Areas.

10.   For the administration and management of any LL COI Area hosted by the NLLP, the following responsibilities will be observed:

   a) The LL COI Area will be developed based on a real need identified by one or several organizations. One of them will necessarily act as the Sponsoring Organization for the LL COI Area, and will submit the Application Form to the JALLC (NLLP Managers) for approval. The Sponsoring Organization will have the overall responsibility to ensure

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[3] Examples of Sponsoring Organizations are NATO Centres of Excellence, NATO entities or formally created NATO Working Groups.

that the LLCOI Area is administrated, developed and updated by a LL COI Administrator in accordance with the applicable Terms of Reference (TOR), the NATO LL Policy, the Bi-SC Directive on Lessons Learned, the NATO Security Policy Regulations, as well as other applicable documents.

b) The LL COI Area Administrator will be nominated in the Application Form but may be changed at any time by the respective Sponsoring Organization by sending an email to the NLLP Managers (at nllp@jallc.nato.int) with the relevant information regarding the assignment of the required rights to the new Administrator. He/she will be granted with the relevant permissions in the NLLP to administrate the specific LL COI Area.

c) In case the Sponsoring Organization deems the LLCOI Area has become obsolete, the Sponsoring Organization should contact the NLLP Managers (by email at nllp@jallc.nato.int) to request it be archived. After archiving, the content will no longer be visible on NLLP, but the LL COI Area can still be reactivated should it become necessary by following the same process for LL COI Area creation, but specifically mentioning the LL COI Area that needs to be reactivated.

d) LL COI Area Administrator training is the responsibility of the Sponsoring Organization.

11.   The Sponsoring Organization will, through the nominated LL COI Area Administrator, be responsible for the overall content of the LLCOI Area, including:

a) Identifying the Subject Matter Metadata to be created for the LL COI Area Library during the development phase (details in the Subject Matter Metadata Responsibility paragraph);

b) Maintaining a list of COI POCs in NATO and nations, if applicable;

c) Maintaining the LL COI Library including important documents, other Lessons related information and contributions from the users/members;

d) Moderating the LL COI forum discussions;

e) Coordinating with the NLLP Managers regarding access permissions for the LL COI Area/Library;

f) Informing the NLLP Managers about any changes in the LL COI Area Administrator position;

g) Making sure that the NATO Security Policy is observed.

LL COI AREA TEMPLATE

12.   Every LL COI Area will be based upon the same standard template developed by the JALLC. The template ensures the common functionalities for all LL COI Areas in the NLLP with standard fixed elements.

13.   A LL COI Area will contain the following standard elements, accessible by buttons:

a) Announcements/News;

b) Library (for documents & lessons with filters);

c) LLCOI Administrator details;

d) POC list, if applicable;

e) Links;

f) Search functionality;

g) Discussion forum;

h) Calendar for activities related to the LLCOI.

DOCUMENTS AND LESSONS SHARING

14.   Lessons related information can be submitted by a NLLP User/LL COI Member who wishes, and has the rights, to contribute, by uploading the information/document and completing the required metadata fields. The LL COI Area Administrator, will check that all information/documents and metadata description meet the submission criteria, and may share such information/documents to either the LL COI Library or to the general NLLP Library. In the case of the latter, the NLLP Managers will deconflict the submission to avoid duplications before publishing/sharing.

METADATA REQUIREMENTS

15.   Metadata is information about information. For example, the title and author of a book is metadata about the book. In SharePoint, metadata can be managed centrally and it is possible to organize it in a way that makes sense to users and makes it easy to find specific documents.

16.   In a LL COI Area hosted on the NLLP, the metadata specific to the LL COI is to be selected and organized by the LL COI Area Administrator on behalf of the LL COI and incorporated (and updated, if necessary) by the JALLC IT.

17.   When a document is uploaded to the NLLP Library, the user is prompted to select specific options associated with the standard metadata or fill in other information. When a document is uploaded to the LL COI Library, in addition to the standard NLLP required metadata, additional Subject Matter Metadata (SMM) specific to the respective LL COI may be required.

SUBJECT MATTER METADATA RESPONSIBILITY

18.   Subject Matter Metadata (SMM) requirements are to be established at the creation of the LL COI Area. SMM requirements should be selected and organized carefully with the intent to make it as easy and as logical as possible for a user to search for or to filter documents in the LL COI Library. Only preselected data should be made available to the user through drop-down lists with the possibility to select one or more of the options. The SMM lists will be implemented by the JALLC IT.

19.   In preparation for the development of the LL COI Area, the LL COI Area Administrator should identify the name and content of the SMM lists and decide on the necessary filter selection options. Finally, the LL COI Area Administrator should indicate whether it is a mandatory list—meaning that it is not possible to upload the information/document before that metadata has been selected—, or an optional one.

20.   Examples: below are some examples of SMM lists and how the Administrator should identify them.

Example 1:

List name: COLOR

List content: Red

White

Blue

Green

        Black

Selection: Only one can be selected

Mandatory for the user.

Example 2:

List name: CAR EQUIPMENT

List content: Power windows

            Power lock

            Sun roof

            Stereo

            Air-condition

Selection: More than one can be selected

Optional for the user, mandatory for the LL COI Area Administrator.

21.   SMM requirements and the relevant applicable options are to be sent by the Sponsoring Organization at the same time with the Application Form for the LL COI to the NLLP Managers at nllp@jallc.nato.int, following the format used in the SMM examples presented above, as a separate document. Prior coordination between the nominated LL COI Administrator and NLLP Managers in this respect is encouraged before actually sending the Application Form.

APPENDIX 1 TO ANNEX A
APPLICATION FORM FOR THE CREATION OF A LESSONS LEARNED COMMUNITY OF INTEREST

This Application Form, once completed, is to be sent to the NLLP Managers at: nllp@jallc.nato.int, together with all relevant information.

LL COI Area Name (short name relevant for the LL COI):
LL COI Area Description (short description of the areas intended to be covered as it will be displayed on the LL COI home page):
LL COI Logo (if considered necessary, that logo will be sent to nllp@jallc.nato.int at the same time when submitting the Application Form) as a high quality image in PNG file format.
Full Name of the Sponsoring Organization:
LL COI Area Administrator (full name, position/function, contact details: e-mail address, phone number): Alternate LL COI Area Administrator, if available (full name, position/function, contact details: e-mail address, phone number):
The network(s) on which to be created (NS WAN; NU WAN; NS WAN & NS WAN)
User Access Type (For all NLLP Users; For Members selected/approved by LL COI Area Administrator; other applicable option)
Subject Matter Metadata (SMM) requirements (to be sent as a separate document to nllp@jallc.nato.int together with this Application Form)

Requesting Authority of the Sponsoring Organization: Rank, Full Name, Position/Function, Signature and Date (dd/mm/yyyy):
Date of Submission (dd/mm/yyyy):
NLLP Manager's comments: [THIS AREA IS FOR JALLC USE ONLY]
Approved by COM JALLC: [THIS AREA IS FOR JALLC USE ONLY] YES/NO Comments/Guidance: [THIS AREA IS FOR JALLC USE ONLY]