



JOINT ANALYSIS AND  
LESSONS LEARNED CENTRE

NATO'S LEAD AGENT FOR JOINT ANALYSIS



JALLC/CG/16/056

08 April 2016

**To:** General Denis Mercier  
Supreme Allied Commander Transformation  
Headquarters  
Supreme Allied Commander Transformation  
7857 Blandy Road, Suite 100  
Norfolk, VA 23551-2490 USA

**Subject:** JALLC 2015 Annual Report

*Mr General,  
Dear Sir,*

Please find attached the 2015 Annual Report of the Joint Analysis and Lessons Learned Centre (JALLC). As I relinquish command of the JALLC later this year, this report represents the last full year's assessment of the JALLC under my command. I am proud of what the JALLC has achieved in 2015, particularly in light of the challenges the JALLC faced with regard to reduced civilian manpower.

In particular I note that 13 joint analysis products were delivered in 2015, several of which have not only been approved or endorsed, but have moreover been well-received and met with great interest by the respective customers and stakeholders, ratifying the JALLC's position as NATO's Lead Agent for Joint Analysis.

I refer you to my summary for an overview of the JALLC's accomplishments this year and it remains only for me to assure you of the JALLC's readiness to continue to provide outstanding joint analysis and lessons learned support in 2016, adding true value to NATO's Transformational Agenda.

*Very respectfully,*

Mircea MÎNDRESCU  
Brigadier General Romanian Army  
Commander

**Enclosure:**

2015 Annual Report of the Joint Analysis and Lessons Learned Centre

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COS HQ SACT  
DCOS CAPDEV



# 2015 ANNUAL REPORT OF THE JOINT ANALYSIS AND LESSONS LEARNED CENTRE

## COMMANDER'S SUMMARY

### Overview

The Joint Analysis and Lessons Learned Centre (JALLC) made valuable contributions to NATO's transformational agenda in 2015, building on our success of past years. Despite the big challenge that was faced in 2015 by replacing long-term civilian contractors with new NATO international civilians (NICs), the JALLC continued to deliver high quality analysis products and valuable support to NATO's Lessons Learned (LL) process and activities.

### Accomplishments

The JALLC published eleven major and two minor analysis products in 2015, almost doubling the number of analysis products published in 2014. The JALLC has also continued to develop the functionality of the NATO Lessons Learned Portal (NLLP) by deploying new features that facilitate the management and data collection processes. In addition to our analysis projects and LL activities, the JALLC continued a very active outreach campaign to promote Lessons Learning in NATO bodies, NATO and Partner nations, and assisted in the establishment or development of their LL Capabilities. This year's NATO Lessons Learned Conference was a great success and we were honoured to receive Deputy Supreme Allied Commander, General Mirco Zuliani who opened the conference on your behalf. This year's conference was attended by a total of 276 participants.

Highlights from this year include:

- The JALLC's report on how ISAF significantly reduced civilian casualties (CIVCAS) was extremely well-received. The analysis conducted was complex and thorough and resulted in the development by the JALLC's project team of the CIVCAS Reduction Cycle which shows that a successful CIVCAS reduction process can be broken down into three stages: Prevention, Mitigation, and Learning. A NATO Restricted Releasable to ISAF version of the final report was published in February 2015, and a NATO Unclassified version made releasable to all Non NATO Entities (NNEs) was published in June 2015. The report was approved at the Military Committee (MC) level.
- The NATO EXTRA Portal was launched this year. This web based tool aims to fulfil the needs of the Exercise, Training, Reporting and Analysis Community of Interest when it comes to sharing the valuable lessons, best practices, relevant documents, and on-going work that is derived from conducting and analysing NATO exercises;
- The NATO Lessons Learned Conference. During this year's conference, participants explored new approaches to embed lessons from non-NATO entities (NNE) and looked at the way other organizations manage their Lessons Learned process. The conference was attended by a total of 276 participants from 39 nations, nine of which are PfP nations.
- In terms of improving the JALLC's visibility within and outside of NATO, we upgraded, restructured, and relaunched the JALLC's NU website; we developed new promotional material (including redesigning the NATO Lessons Learned Conference Report); and we paid and received visits with the aim of promoting the JALLC and its activities;

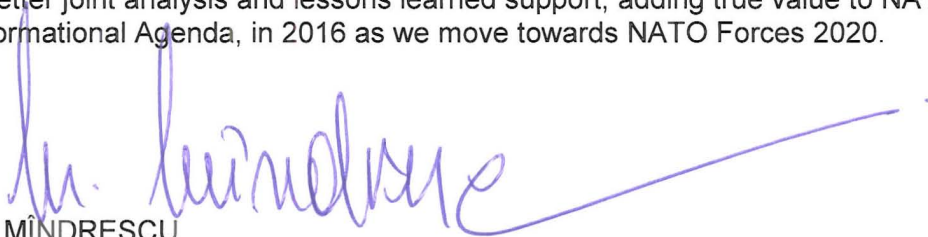
- The JALLC's long-term civilian contractor staff were replaced with NATO International Civilians in various functions which involved recruitment processes followed by the necessary training programmes throughout the year;
- Once again the JALLC provided outstanding analysis support to high-level NATO exercises and experiments (e.g. Exercise TRIDENT JAGUAR 2015), where processes, capabilities and structures of NATO Force Structure (NFS) HQs, in the roles of Joint Task Force (JTF) HQs, were analysed;
- The JALLC continued to focus on a regional approach to LL Outreach by focusing on Partner nations, and delivering advanced LL Training to a great number of LL Staff Officers;
- Our continued professional support to a wide range of NATO activities like the LL Workshops in both NATO and United Nations (UN) HQs, the NATO-wide executive programme, the Alternative Analysis (AltA) implementation plan, the Science and Technology Organization (STO) activities, and the Allied Joint Operations Doctrine Working Group;
- Our support to the Resolute Support mission by deploying JALLC LL training team to conduct in-theatre training event.

### Challenges

The JALLC does face challenges going into 2016. The JALLC has begun to work on its STRATCOM message; its visibility within and outside of NATO. In addition, the JALLC has been understaffed for most of 2015 due to the replacement of the civilian contractors. The challenge will be to get the new recruits up to full speed as soon as possible. Further, both Commander and Chief of Staff will be replaced mid-2016. The JALLC is already taking steps to ensure that this change of command will have a minimal impact on the JALLC's output and efficiency.

### Conclusion

We have accomplished much in 2015. With improvements to the Joint Analysis Programme of Work (POW) and the integration of the new personnel, the JALLC will be ready to provide even better joint analysis and lessons learned support, adding true value to NATO's Transformational Agenda, in 2016 as we move towards NATO Forces 2020.



Mircea MINDRESCU  
Brigadier General, Romanian Army

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## OVERVIEW

During 2015, the Joint Analysis and Lessons Learned Centre (JALLC) published eleven major and two minor analysis products across a wide spectrum of subjects spanning three JALLC Programmes of Work (POW); 2013, 2014, and 2015. Of the thirteen products published, two relate to the final joint analysis requirement of the 2013 JALLC Programme of Work (POW) to be completed, eight relate to the 2014 JALLC POW and represent its completion, and three products relate to the 2015 JALLC POW. The remaining eight 2015 JALLC POW joint analysis requirements are due to be completed in 2016.<sup>1</sup>

### Highlights

With regard to the projects concluded in 2015, of particular note was the completion of the analysis on how International Security Assistance Force in Afghanistan (ISAF) reduced the incidents of civilian casualties (CIVCAS) resulting from its operations in Afghanistan. Over 200 NATO and non-NATO documents, together with data from the extensive CIVCAS databases developed during the ISAF mission as well as valuable insights provided by various International Organizations and NGOs, were analysed during the study, all of which contributed to the substantial findings presented in this report. The report was approved and sent to the Operations Policy Committee (OPC) for action. In September 2015 the JALLC's Principal Operational Research Analyst briefed the OPC on the methodology applied to the data and presented the main findings from the study. The report was approved at the MC level.

A second, very well-received report presented the findings from the analysis of NATO's Attack the Network (AtN) capability. In this report, published in May 2015, the JALLC explored the need for a new and broader AtN concept, which the JALLC termed Network Identification and Engagement. This new concept considers AtN as something of a much wider scope than the Counter-Improvised Explosive Devices (C-IED) concept, where it was initially developed, and looks at how it can be further developed as a capability. The report was sent by the International Military Staff (IMS) to all Military Representatives for consideration. The JALLC received a personal letter of thanks from the International Staff, Emerging Security Challenges Division, and the IMS Intelligence Division, praising the excellence of the work done and its importance to the Alliance, commenting in particular on the comprehensive nature of the study and the high level of professionalism and expertise of the project team.

### Staffing of JALLC Analysis Products

Although JALLC believes that the number of joint analysis reports delivered in 2015 is a satisfactory performance, especially in light of the replacement of civilian personnel as described in the last chapter of this report on the challenges the JALLC has had to face, perhaps of greater importance is how these products have been received. It is noted that of the eleven major analysis products, seven of them have been approved, endorsed or noted by the appropriate authorities, while two more are under staffing procedures.

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<sup>1</sup> The JALLC notes that completion of any JALLC analysis project often depends on external factors beyond the control of the JALLC.

**Published Joint Analysis Products**

The table below lists the published joint analysis products, which POW they relate to, when they were published by the JALLC, and their status as at the date of this Annual Report.

<b>POW</b>	<b>Report Title</b>	<b>Publication</b>	<b>Status</b>
<b>Major Joint Analysis Products</b>			
2013-2	<b>NATO EXTRA Portal</b>	14 JAN 15	Approved
2014-2	<b>Protection of Civilians – How ISAF Reduced Civilian Casualties</b>	13 FEB 15	Approved
2014-2	<b>Support to Personnel (Catalogue)</b>	23 FEB 15	Endorsed
2013-2	<b>Analysis of NATO’s Exercise Reporting Process</b>	18 MAR 15	Approved
2014-2	<b>The CFI: Translating Intent to Tasks</b>	20 MAR 15	Closed
2014-2	<b>Attack the Networks</b>	11 MAY 15	Endorsed
2014-2	<b>Enabling Successful Multinational Logistics with NATO’s Joint Logistics Support Group</b>	25 MAY 15	Pending
2014-1	<b>EX TRJR14 Enabling NFS JTF HQ</b>	25 MAY 15	Ptl. Approved Ptl. Noted
2015-1	<b>Comprehensive Study on the Strategic LL form ISAF</b>	09 OCT 15	Endorsed
2015-1	<b>Viability of the NATO Standing Naval Forces</b>	23 OCT 15	Pending
2014-2	<b>Two Decades of NATO Operations and Exercises – Commanders’ Insights</b>	18 DEC 15	Closed
<b>Minor Joint Analysis Products</b>			
2014-2	<b>Protection of Civilians – How ISAF Reduced Civilian Casualties</b>	01 JUN 15	Approved
2015-1	<b>Hyperlinked Documents Reference Application (Conceptual Framework for Alliance Operations)</b>	27 JUL 15	Closed

A brief description of each JALLC analysis product is provided in the following section to this chapter.

## JOINT ANALYSIS PROJECTS

### Joint Analysis Projects Completed in 2015

Development and testing of the NATO Exercises, Training, Reporting and Analysis Community of Interest (COI) Portal and Procedures Part I (The NATO EXTRA Portal) and Part II (Analysis of NATO's Exercise Reporting Process)

From October 2013 to January 2015, the JALLC executed a project with two mission requirements: to continue the development and refinement of the NATO EXTRA Portal to meet users' expectations and requirements; and to analyse the timeliness of NATO's training and exercises procedures for sharing knowledge and lessons. The project was intended to improve and speed up the overall information sharing process between the different exercise planners within the NCS and the NFS, as well as to connect all exercise planners in a single (cyber) space, improving communication and the exchange of best practices and lessons identified. In connection with this dual requirement, Exercise Trident Jaguar (TRJR) 14 was monitored in order to identify shortfalls and gaps in the lessons and knowledge sharing procedures for the EXTRA COI, as experienced in practice.

The project led to two products: The *NATO EXTRA Portal* report was published on 14 January 2015 and included a comprehensive user guide for the NATO EXTRA Portal, and the *Analysis of NATO Exercise Reporting Process* report was published on 18 March 2015, after which the project was closed on 20 March 2015. The two reports were the trigger for a workshop on *Exercise Reporting and Handling of Lessons from Exercises* (held in Norfolk on 01-02 December 2015). The workshop participants deemed the NATO EXTRA Portal to be both an efficient and a centralized way to input and retrieve key exercise related information and provided a *vault* for exercise planners' experience.

#### Protection of Civilians. How ISAF reduced Civilian Casualties

The JALLC was tasked to analyse how ISAF significantly reduced civilian casualties (CIVCAS). The project team conducted the analysis using data from two different databases<sup>2</sup> and a host of relevant NATO and ISAF related documents such as Tactical Directives and relevant SOPs as well as input from various International Organizations (IO) and NGOs, that have contributed to ISAF's work in terms of its CIVCAS reduction achievement. The outcome of the project team's combined analysis of the quantitative and qualitative CIVCAS data is the *CIVCAS Reduction Cycle* in which the synthesis of both data showed that a successful CIVCAS reduction process can be broken down into various activities which can be grouped into three main stages: Prevention, Mitigation, and Learning. A NATO Restricted Releasable to ISAF version of the final report was published in 13 February 2015, and a NATO Unclassified version made releasable to all Non NATO Entities (NNEs) was published in 01 June 2015. The report was approved at the Military Committee (MC) level.<sup>3</sup>

#### Support to Personnel

In 2013, the Deputy SACEUR engaged with the Chairman of the MC on the high number of personnel deployed on NATO-led operations and the resulting impact on those individuals and their families. In this context, the JALLC was tasked to collect, collate, and summarize lessons and best practices from the Nations on how personnel and their families should be supported through the full cycle of an operational deployment. The JALLC developed and

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<sup>2</sup> The Civilian Casualty Mitigation Team (CCMT) Tracking Database and the Afghan Mission Network (AMN) Combined Information Data Network Exchange (CIDNE) system.

<sup>3</sup> MC; Joint Analysis Lessons Learned Centre Report - Protection of Civilians, how the ISAF Reduced Civilian Casualties (NR Version); 22 July 2015; MCM-0140-2015; NATO RESTRICTED.



sent a questionnaire to Nations and relevant organizations requesting related data. Unfortunately the low number of the responses didn't permit a complete analysis on the issue. However, the JALLC released a letter summarizing lessons and best practices that had been derived from the responses received as the project's final deliverable in 23 February 2015. The MC recognized the work accomplished by the JALLC on the topic, and recommended to the Nations the creation of a respective Community of Interest.<sup>4</sup>

#### The Connected Forces Initiative: Translating Intent to Tasks

The Chicago Defence Package defines the Chicago Summit goal of NATO Forces 2020 and the ways and means to achieve it. One of the key means is the Connected Forces Initiative (CFI). Following a request from Director General International Military Staff (DGIMS), HQ SACT developed an Implementation Plan for the CFI, which was also endorsed by Supreme Headquarters Allied Powers Europe (SHAPE). In 2014, the JALLC was tasked to analyse the CFI Implementation Plan in order to identify how it can be revised to better meet NATO's needs. Due to the fact that the CFI Implementation Plan is undergoing a continuous revision, the JALLC determined it was impractical to complete the requested study in its entirety. Upon HQ SACT Deputy COS Joint Force Trainer's (JFT) approval, the JALLC delivered a report which set out findings from the analysis of the CFI's background and intent translated into tasks laying the groundwork for ongoing assessment of the CFI Implementation Plan as well as related plans (e.g. Readiness Action Plan).

#### Attack the Networks

Attack the Networks (AtN) is one of the three pillars of NATO's Counter-Improvised Explosives Device (C-IED) concept. However, despite being recognized as an essential capability for the Alliance, according to the Military Committee, progress to develop the AtN pillar of C-IED has been slow. An earlier JALLC study on AtN, conducted in 2013, contributed to the revision of NATO's C-IED Action Plan by analysing NATO operational and strategic lessons in order to generate a broader and deeper rationale supporting AtN. This follow-on study, jointly requested by the Deputy Assistant General of the Emerging Security Challenges Division of the International Staff and the Director of the Intelligence Division of the IMS in 2014, was intended to identify the military requirements for a future AtN capability in NATO by analysing: "*NATO and national AtN military lessons and information collected at all levels, in order to identify the military requirements for NATO AtN.*" The main conclusion reached by the project team is that NATO's AtN capability is not being developed as effectively - and therefore as quickly - as it could be because it is (still) considered to be part of NATO's C-IED capability. The JALLC recommended that NATO should develop a Network Identification and Engagement (NIE) concept to harmonize AtN with other counter threat network activities. The study was concluded and submitted to the joint customers on 11 May 2015. The report was fully endorsed by HQ SACT. The way ahead is a political-military level decision on the recommendations of the report.

#### Enabling Successful Multinational Logistics with NATO's Joint Logistics Support Group (JLSG)

In this project the JALLC was tasked to identify how NATO doctrine and guidance can be improved so that NATO can consistently, efficiently, and sustainably prepare and facilitate a JLSG. The project team collected, reviewed, summarized, and analysed lessons, observations, and best practices from NATO-led exercises and operations, and then reviewed NATO JLSG-related doctrine and guidance including the JLSG Implementation Instruction. From this analysis, the project team determined the extent to which identified JLSG-related lessons, observations, and issues had been addressed by NATO and identified a further six lessons which may be of importance to the future improvement of

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<sup>4</sup> MC; Enhance Sharing of Best Practices and Lessons Learned in Support of Armed Forces Personnel; 07 October 2015; MCM-0099-2015; NATO UNCLASSIFIED.

NATO's JLSG capability. In general, as is evident from the findings presented in the report, in order for a JLSG HQ to operate effectively and meet the logistics requirements of the Nations, the Nations themselves must first fully support it with assets and trained personnel. Also, JLSG HQs must be properly exercised if they are to show off their true potential and earn the confidence and trust of the very Nations they rely on for support. The final report was published in 25 May 2015 and the endorsement process of it is carried out by HQ SACT.

#### [Exercise TRIDENT JAGUAR 2014 \(TRJR 14\): Enabling the NFS Joint Task Force \(JTF\) HQ](#)

The JALLC was tasked to conduct a study on the NFS JTF HQ concept, using Exercise TRJR 14 as a test bed for the training of the NFS JTF HQ. The findings from this analysis are intended to feed into a broader three-year Joint Warfare Centre (JWC) analysis programme to support the further development of the NFS JTF HQ concept. The JALLC analysed HQ NATO Rapid Deployable Corps – Spain (NRDC-SP) and HQ STRIKFORNATO processes, capabilities and structures used in their roles as JTF HQs during Exercise TRJR 14 and the following standby period. The Final Report was published on 25 May 2015. As a continuation to this project the JALLC is conducting a similar study during Exercise TRJR 15.

#### [Strategic Lessons Learned from ISAF](#)

With the ISAF Mission in Afghanistan coming to a close on 31 December 2014, there was a risk that valuable lessons and tacit knowledge gained from many years of experience operating in Afghanistan would be lost. In order to prevent this risk materializing, the JALLC conducted an, overall, LL study of ISAF. The principal aim of the study was to facilitate strategic military inputs from the ISAF Mission to the on-going initiatives that are transforming NATO. The final report was delivered in 09 October 2015, was fully endorsed by HQ SACT, and forwarded to DGIMS.

#### [Viability of the NATO Standing Naval Forces \(SNF\)](#)

On SHAPE's request, the JALLC was tasked to analyse why the NATO SNF have been persistently under resourced for almost ten years, and to make recommendations on how to improve/change the current SNF model. The project team reviewed SNF related documents, conducted a Nation-wide survey, and interviewed a wide range of Subject Matter Experts (SMEs). Several key points were identified, but rather than addressing them individually, the team advocated a more holistic approach to recommending changes to the current SNF Model, presenting several options ranging from the retention of the current SNF Model to reversion to a full on-call force. The report was published on 23 October 2015 and served as a key reference document for attendees of a SHAPE led SNF Concept Review workshop that took place in 10 December 2015 in Mons, Belgium with the aim of generating consolidated and mature proposals regarding the SNF to NATO HQ.<sup>5</sup>

#### [Two Decades of Lessons from Operations and Exercises – Commander's Insights](#)

This project was a follow-on project from the JALLC's earlier study of Two Decades of Lessons from Operations and Exercises which was concluded in November 2014<sup>6</sup> (the corresponding report was published on 11 November 2014). A JALLC project team was formed and tasked on 17 November 2014 to conduct a follow-on study which would analyse retired and active NATO commanders' insights over the same period with the aim of capturing valuable tacit knowledge from NATO's leadership from the past twenty years, complementing the findings from the earlier report. The project team was supported by an

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<sup>5</sup> SHAPE; Standing Naval Forces Concept Review Proposal; 02 March 2016; SH/OPIIJ3/SPOPS/MAO/AG/16-312453; NATO CONFIDENTIAL.

<sup>6</sup> JALLC; Two Decades of Lessons from Operations and Exercises; 11 November 2014; JALLC/CG/14/062; NATO RESTRICTED

HQ SACT contracted former Lead Senior Mentor, retired General Sir John Reith (British Army). A list of 45 former and active NATO commanders was submitted to HQ SACT and approved by COS HQ SACT. Over the course of most of 2015, the project team were able to make contact with thirty-four of these commanders (both from within the NATO military structure and of NATO operations) and conducted interviews. The final report was submitted to SACT in late December 2015.

#### [Hyperlinked Documents Reference Application \(Conceptual Framework for Alliance Operations\)](#)

The JALLC was originally tasked to conduct a comprehensive study on the implementation of the new Progressive C2 Building Deployment Concept highlighting weaknesses and limitations. During the initial validating stages of the project, during meetings held at SHAPE with the Customer, it became clear that the Customer had no real need for the analysis, and was not in a position to act on the recommendations that would be generated by the project. However, when that project, was cancelled in April 2015, COM JALLC extended an offer to assist SHAPE Assistant Chief of Staff (ACOS) J7 with efforts to harmonize the Readiness Action Plan (RAP) with existing NATO policy, specifically the Conceptual Framework for Alliance Operations (CFAO) instead. The project team subsequently analysed the documentation relating to the CFAO and the RAP and developed a reference tool that allows the user to easily access the documents by way of hyperlinks and display relationships between the documents it contains, making it easier and quicker to research key documentation. This tool is called the **HY**perlinked **D**ocument **R**eference **A**pplication (HYDRA). The HYDRA was handed over to the customer in July 2015.

#### **Ongoing 2015 JALLC POW projects**

As at 31 December 2015, the following projects from the 2015 JALLC POW were ongoing:

#### [Exercise TRIDENT JAGUAR 2015: Enabling NATO Force Structure Joint Task Force HQ](#)

This is the second part of a wider three-year analysis being conducted by the JALLC in connection with the JWC's three-year analysis programme supporting JWC's continuing efforts to improve the efficiency and effectiveness of JTF HQ training (see above re Exercise TRJR 14). The JALLC is continuing the analysis of the Integrated Model NFS JTF HQ concept, this time monitoring Exercise TRJR15 as a test bed for the training of HQ NATO Rapid Deployable Corps – Italy (NRDC-ITA) and the Allied Rapid Reaction Corps (ARRC) in their NFS JTF HQs role. The JALLC will analyse NRDC-ITA's and ARRC's C2 structure, liaison and manning, as well as their planning processes and synchronization in their roles as an Integrated Model (IM) JTF HQs during Exercise TRJR 15. The final report will be published in early 2016.

#### [IOs/NGOs in Planning Process](#)

The JALLC was tasked to conduct a study of the inclusion of IOs/NGOs in the NATO Crisis Management Process (NCMP) in order to contribute to the improvement of NATO's Civilian-Military Interaction (CMI) capability and implementation of the Comprehensive Approach. In order to address this requirement, the assigned project team seeks to determine the mechanisms in place for including IO/NGOs into NCMP and the intent behind them, and to identify the shortfalls and gaps in CMI. The project team will focus on CMI with IOs/NGOs during phases 2, 3, and 4 of the NCMP, in the context of exercises and operations, in the context of policy, directives and doctrine, and at the political, military-strategic, and operational levels. The final report will be delivered in the first half of 2016.

#### [Regional Focus](#)

JALLC was tasked to conduct a review of the Regional Focus (RF) Initiative's Implementation in the context of the Readiness Action Plan (RAP) and identify implications for the future development of the RF Initiative. The report, which is due March 2016, will present an evidence-based understanding and description of the RF Initiative's composition,

will assess the degree of alignment between the RF Initiative and the RAP, will identify implications for the RF Initiative's future development, and will develop related recommendations.

#### Bi-SC Knowledge Centric Organization

The JALLC has been tasked to conduct analysis on the progress made in the Bi-Strategic Commands becoming *Knowledge Centric Organizations* (KCO) or alternatively *knowledge enterprises*. There is a need to accelerate the process of transforming both commands into KCO due to the increasing complexity of the operating environment, staff manpower reductions, and the requirement to rapidly train and educate augmentee staff from NATO members and partner nations to meet emerging crises. ACO and ACT are envisioned to transform into agile, community based, collaborating, and publishing knowledge enterprises. The customer for this project is SHAPE COS and is planned to be delivered in October 2016.

#### A Comprehensive Study on NATO Airborne Early Warning and Command Programme

The JALLC was tasked by HQ SACT to conduct a comprehensive study on LL of NATO Airborne Early Warning and Command (NAEW&C) capability development to support an ACT report to the North Atlantic Council (NAC) which provides advice on the options and avenues for the delivery of a follow on to the existing capability. The final report will be delivered in early 2016.

#### Management of NATO Lessons Learned Information

The JALLC was tasked by International Staff (IS) Operations (OPS) Division to conduct a comprehensive review of how NATO and Allies capture and manage (identify, rectify, and implement) lessons at the strategic, grand strategic, and political-military level in order to provide recommendations on how to improve the use of these lessons to support NATO's decision making processes. The final report will be delivered in late 2016.

#### Effectiveness of Information Activities During the NATO Operation in Afghanistan

The JALLC was tasked by HQ SACT, after request from COM JFCBS, to conduct a comprehensive study on the Measures of Effectiveness (MoE) applied during NATO Operations in Afghanistan. A thorough analysis of the advantages and disadvantages of the applied MoE is needed, aiming to provide explanation and recommendations on the value and credibility of them.

#### Exercise TRIDENT JAGUAR 16: Continuing Analysis of a NFS HQ as a JTF HQ

This will be the third and final part of the wider three year study described above with regard to Exercises TRJR 14 and 15. The JALLC continues the analysis of the NFS Integrated Model JTF HQ concept, this time using TRJR16 exercise as the test bed for confirming findings from analysis of the previous TRJR exercises in order to extract Lessons and Best Practices. The overall findings from the three studies will support the production of a JWC Handbook for Graduated Readiness Forces (Land) Headquarters for standing up an NFS IM JTF HQs for Small Joint Operations (L). The Primary Training Audience at Exercise TRJR 16 is HQ NATO Rapid Deployable Corps – Turkey (NRDC-TUR). An initial draft of the handbook is to be available in June 2016 and the final product is to be completed no later than November 2016.

## JOINT ANALYSIS HANDBOOK

The third edition of the Joint Analysis Handbook was last updated in 2007. It has proven to be exceptionally useful for JALLC analyst officers and it has been reported that many other organizations find it useful in guiding their own attempts at analysis. The current edition has

not lost any of its applicability; nonetheless, the JALLC intends to publish the fourth edition in 2016.



## SUPPORT TO NATO LL SHARING

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### NATO LESSONS LEARNED PORTAL

The NATO Lessons Learned Portal (NLLP) is the key LL sharing tool for NATO, with most of the lessons related documents: Observations, Lessons Identified (LI), LL, Reports, stored in the main library. Associated metadata permits filtering of all documents by different categories. All users are allowed and encouraged to share information as well as to manage specific LL events through NLLP.

In 2015, NLLP managers have deployed new features on the current version 1.1 of NLLP on the NATO Secret (NS) and NATO Unclassified (NU) networks. These features facilitate the better management of events and data collection.

#### NLLP Working Areas

The NLLP, using SharePoint Services Technology, incorporates several working areas and tools such as:

- a. LL Staffing Area: this area contains the NLLP tracking tool that allows visibility from a very early stage in the NATO LL Process, especially for strategic and operational entries where staffing involves different NATO entities. It is important to note that the LL Staffing Area is not a tasking tool and it is available only on NS network. In 2015, the submission functionality was improved by adding a new feature of direct submission of LIs and LLs in Staffing Area.
- b. Documents and Lessons Area: this area aims to support a wide range of organizational learning efforts. Besides the NLLP's main library, this area hosts the LL Legacy, where all LL related documents from the NATO LL Database and former NCS and NFS HQs have been archived. In 2015, a technical solution was implemented in order to connect the NLLP's main library and the NATO EXTRA Portal Database.
- c. Communities of Interest Area: this area houses the Communities of Interest (COI) platform used by different organizations with a common interest. A total of eleven COIs' workspaces are already available in the NLLP (as per 31 December 2015), some of them are available on both networks and include the following topic areas:
  - Counter Improvised Explosive Device (C-IED);
  - Cyber Defence;
  - GEOSPATIAL;
  - Human Intelligence (HUMINT);
  - Maritime Interdiction and Security Operations (MI&SO);
  - Space;
  - Graduated Readiness Forces (Land) LL WG;
  - Chemical, Biological, Radiological and Nuclear (CBRN);
  - Capable Logistician 2015
  - Civilian Casualties (CIVCAS); and
  - Insider Threat.

Another eight COIs' workspaces (as per 31 December 2015) are currently under development:

- Amphibious Operations (AMPHIBOPS);

- Counter-Intelligence
- Joint Intelligence Training and Reconnaissance (JISR);
- NATO Response Force (NRF);
- Explosive Ordnance Disposal (EOD);
- Civil-Military Cooperation (CIMIC); and
- Military Police and Military Medicine.

d. Lessons Learned Activities Area: this area is a continually updated platform with information on analysis projects, LL-related events, and training.

e. Search and management Area: this area houses the standard SharePoint functionalities. Besides searching using keywords, there is a search function with filters and metadata in the NLLP's main library, and in the COI's libraries.

### Number of NLLP users

The new features on the current version of the NLLP led to an increased number of users in 2015: some 1488 registered users on the NU version and 1058 users on the NS version (841 AIS domain users and 217 registered users).

### Number of NLLP stored documents

The table below shows the total number of documents as at 31 December located in the NLLP, indicated by type:

Document Type	NU NLLP Library	NS NLLP Library
Directives & SOPs	11	13
Handbooks	12	13
Factsheets	27	35
Newsletters	33	34
Policies	3	6
Concepts	4	8
Doctrines	1	2
Publications	16	17
Reports	35	58
Reports containing LIs/LLs/BPs	182	198
Lesson Learned	3	95
Lesson Identified	2	798
Best Practices	10	61
Presentations	9	16
<b>Total</b>	<b>348</b>	<b>1654</b>

NLLP (NS/NU) Stored Documents

### NLLP Workshop

The JALLC supported and hosted the NATO Lessons Learned Portal Workshop in October 2015, organized by HQ SACT Innovation Doctrine and LL Branch. The aim of the Workshop was to assess the status of the NLLP and identify potential challenges to be faced in further

improving its user-friendliness, closing design gaps, and revising the LL information concept within the NLLP. An additional aim of the Workshop was to approve a roadmap for the future of the NLLP.

A clearly defined end state of the future NLLP and the resulting actions were agreed upon by the Workshop participants. The future NLLP should be a portal, fully integrated in the NATO Information Portal (NIP), with all previous functionalities, external connectivity and an efficient NATO wide LL library with full search capability.

## NATO EXTRA PORTAL

The NATO EXTRA Portal is an information sharing platform dedicated to those individuals and institutions that are closely engaged in the NATO exercises and training field and for the benefit of the NATO EXTRA Community of Interest in general. It has been developed by the JALLC in accordance with Bi-SC Directive 075-003 and is designed to reflect its users' expectations and requirements.

The NATO EXTRA Portal is a hub of exercise-related links, tools and functions, including: a library, an archive, and a lessons database, all of which enable users to filter exercises and training event-related information by their specific stage, phase, and sub-phase, as well as other specific criteria. It has been designed as a one-stop-shop for exercises and training related information and is divided over two levels: Level One covers general information and Level Two covers Exercises and Training related information.

The JALLC currently still hosts and manages the NATO EXTRA Portal pending a decision on which entity within NATO is the most appropriate to take over from the JALLC as per set out in the JALLC's report on the NATO EXTRA Portal on 14 January 2015.

The NATO EXTRA Portal has already proven to be a great success: it totalled over 300 000 hits in the past year and now contains 15 active and 3 archived Exercise Sites (as per 31 December 2015).

In an effort to familiarize EXTRA COI personnel with the NATO EXTRA Portal, the JALLC provided training to AIRCOM on 02 June 2015 in Ramstein (Germany) in support of training and exercises leading to validation during Exercise TRIDENT JET 2016. The NATO EXTRA Portal has been recognised by AIRCOM personnel as the single centralized exercises and training related information sharing platform of the EXTRA Col. In addition, as part of the Exercise Reporting Process, it provided users with a variety of tools and functions designed to facilitate information sharing and reporting. The JALLC also developed a useful guide to using the NATO EXTRA Portal which can be downloaded from the site.

## SUPPORT TO NATO'S LESSONS LEARNED CAPABILITY

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### NATO LL POLICY AND IMPLEMENTATION

The NATO Lessons Learned Policy (PO(2011)0293) was last endorsed in September 2011 and sets out the general principles of NATO's Lessons Learned activity. The revised LL Directive 80-06 of the two Strategic Commands (Bi-SC) was released in July 2013. In September 2015, the JALLC participated in a two-day workshop at HQ SACT with the aim of finalizing a new Bi-SC directive on development of Joint Analysis Requirements (JARs) and Reports endorsement process. This new directive (Bi-SC Directive 80-91) is intended to complement Bi-SC Directive 80-06 and was published in mid-November 2015. Bi-SC Directive 80-91 sets out the procedures, roles and responsibilities for the staffing, and coordination of the JALLC's POW and for the endorsement and tasking within the Strategic Commands of recommendations contained in analysis reports, including those of the JALLC.

### NATO LL CONFERENCE

On behalf of SACT, the JALLC hosted the NATO Lessons Learned Conference in November 2015. The theme of this year's conference was, *Closing the loop: The lessons learned capability in support of NATO transformation*. The three day conference focused on how NATO's Lessons Learned Capability supports the Alliance's ability to prepare for and conduct current and future military operations.

Panels of distinguished speakers and Subject Matter Experts (SME) delivered interesting presentations and discussions on six key topics within the Conference theme:

- a. Lessons from past and ongoing operations are a major driver for NATO transformation;
- b. Lessons from Exercises are essential to NATO transformation;
- c. Demonstrating how the Lessons Learned process supports NATO transformation;
- d. How NATO can better interact with Non-NATO entities;
- e. What lessons Non-NATO entities drew from their interaction/cooperation with NATO in Afghanistan; and
- f. Key lessons from Crisis Management operations.

In addition to the panels, several updates from ACT and various COEs were well received by the audience.

During the conference, participants explored new approaches to embed lessons from non-NATO entities (NNE) and investigated parallels with the way other organizations manage their Lessons Learned process. The conference was opened by Deputy Supreme Allied Commander, General Mirco Zuliani, and was attended by a total of 276 participants from 25 NATO nations. In addition, nine PfP Nations (Austria, Bosnia and Herzegovina, Finland, Former Yugoslav Republic of Macedonia, Georgia, Ireland, Moldova, Sweden, and Ukraine) and five other nations (Australia, Japan, Jordan, New Zealand, and Pakistan) participated in the 2015 NATO Lessons Learned Conference.

### LL AND ANALYSIS TRAINING

#### Joint Analysis Training

Two JALLC Analyst Training Courses were held in 2015, in April/May and in September/October. This training is designed for newly arrived JALLC Military/Civilian

Analysts, but seats are made available to other bodies on the understanding that the course content is JALLC (joint analysis) specific. Over the two courses held in 2015, the JALLC trained a total of 9 JALLC military/civilian analysts and 11 external participants. The latter included personnel from NATO Operations (HQ Resolute Support Mission), Nations (Canada, United States), Centres of Excellence (COEs) (Command and Control, Stability Policing, MILMED), NATO Command Structure (SHAPE, the Joint Warfare Centre (JWC)), and other International HQs (South-East European Brigade (SEEBRIG), European Gendarmerie Force (EUROGENDFOR)).

### **NATO LL Staff Officer Course**

The JALLC conducted three NATO LL Staff Officers (LLSO) Courses (NLLSOCs) in 2015 with a total of 88 participants attending. Three NLLSOCs are planned for 2016. The aim of the course is to prepare LLSOs to manage and execute an organizational LL capability using the NATO LL structure, processes, and tools. Lecturers and mentors come primarily from JALLC, JWC, HQ SACT, and SHAPE. To date, a total of 681 officers and civilians from 45 nations, including 134 students from Partner nations, have completed the course. Feedback from students strongly indicates that the course provides valuable training for staff officers assigned to LL roles in NATO bodies and during operations.

The number of applicants for the NLLSOC usually exceeds the number of the available seats. In this case, the JALLC prioritizes seat allocation according to the following personnel categories:

- a. first: participants from the NCS and /or NFS,
- b. second participants from NATO Nations,
- c. third: participants from Partnership for Peace (PfP) nations; and finally
- d. others.

In addition, as of 2016, the maximum number of available seats per NLLSOC will be increased from 30 to 40 participants to ensure that this valuable course can be attended by more participants in the future.

The course is held at the Swedish International Centre in Kungsängen, Sweden, which provides first class organizational, administrative, and logistic support.

### **Online LL Officer of Primary Responsibility Course**

The JALLC, with support from HQ SACT Joint Education Training and Experiments (JETE) / Education and Individual Training (EIT), has developed an online course tailored for designated LL officers of primary responsibility (LLOPR). The course was deployed online and launched on 1 March 2015. The target was to reach 165 participants in the first year. However, by December 2015, after just 10 months of availability, over 370 participants had registered for the course (200 – completed, 170 – in progress).

The course is a pre-requisite for the NLLSOC and is not only used by staff in the NCS and NFS, but also by some Nations and Resolute Support Mission staff. Over 90% of the course feedback responses deem the course to be, “excellent” or “very good”. The success of this course opens the way for its future accreditation.

## **NATO LESSONS LEARNED HANDBOOK**

The second edition of the NATO LL Handbook was published, both electronically and in print, in September 2011. It has met with positive reviews and serves as the fundamental reference for all LL Staff Officers in the NCS, NFS, NATO-led operations, and in many Nations. A third edition of the handbook is planned to be published early in 2016.



## LL OUTREACH

### JALLC Advisory and Training Team (JATT)

The JALLC's POW for 2015 once again tasked the LL outreach component to support NATO Operations, Command Structure HQs, Force Structure HQs, Nations, associated agencies, as well as non-NATO partnered nations and international organizations with the overall aim of increasing awareness, understanding, and the use of NATO's LL Process and Capability.

The JALLC employs its outreach capability through the use of the JATT, which is generally comprised of a JALLC Military Analyst, a PfP Officer, and a civilian contractor providing additional support where needed to the team. However, when required, the JATT's ability to provide value added outreach is greatly enhanced by drawing upon the rich pool of SMEs from among the JALLC's staff (in particular the military and civilian analysts) to deliver specific training, or advice of particular interest, to a specific target audience.

Overall, the JATT develops and continues to refine scalable training packages based upon the NATO LLSO Course. These training packages remain popular as evidenced by the tremendous demand for time slots on JATT's engagement calendar. In order to be able to meet demand, the JATT employs a *regional approach* engagement plan in which a training event in a given location may well include students or government officials from neighbouring nations and/or headquarters, so as to maximize the efficiency and effect of its outreach.

Although the JATT's support to ongoing operations is where its emphasis lies, it maintained a robust engagement plan throughout its sixth consecutive year in business. The JATT conducted over 24 engagement missions that covered a range of NATO and non-NATO entities in various countries throughout the world. In 2015, the JATT's engagement plan included the following engagement missions:

#### NATO Operations:

JATT members travelled to and provided direct LL training and advisory support to the European Union Force (EUFOR) in Sarajevo, Bosnia and Herzegovina, and KFOR Pristina, Serbia. The JATT conducted a *one-on-one* training with Kosovo Security Forces (KSF) and with the NATO Liaison and Advisory Team (NLAT). Additionally, as NATO's ISAF mission transitioned to Resolute Support Mission in the spring of 2015, the JATT travelled to Kabul, AFG in order to provide LL training support for the Alliance as well as advisory support for the burgeoning Afghan National Army.

#### NATO Command Structure and NATO Force Structure HQs:

When not committed to operational support, the JATT turned its outreach activities towards NCS and NFS HQs. During 2015, the JATT conducted training for Joint Force Command (JFC) Naples (JFCNP), JFC Brunssum (JFCBS), NATO Rapid Deployment Corps (NRDC)-Turkey in Istanbul, NRDC-Spain in Valencia, and Multinational Logistics Coordination Centre (MLCC) via LL support for Exercise Capable Logistician-15 in Bratislava, Slovakia.

#### NATO Organizations and NATO Agencies, including COEs:

The JATT provided a briefing for the NATO Staff Officer's and NATO Command and Control Courses in Oberammergau, and provided a half day LL awareness training for the Cooperative Cyber Defence (CCD) COE in Tallinn, Estonia.

#### Nations:

Throughout the year, the JATT received many requests for LL support directly from various NATO and non-NATO governmental agencies. Although time and resources limited the JATT's ability to meet all requests, the JATT did engage with Hungary's MoD, the Lithuanian Armed Forces, the Italian Air Force, Azerbaijan's Armed Forces, the Mongolian Joint Force Military Command, Japan's Self Defence Forces, and the Ukrainian Armed Forces.

#### [Other international organizations:](#)

Finally, the JATT participated in outreach activities involving ACT's Military Partnership Directorate's (MPD) Annual Conference and the International Committee of the Red Cross (ICRC) LL Workshop.

### **Participation in Seminars and Conferences**

In 2015 the JALLC received a great number of requests for participation in seminars and conferences.

#### [NATO Training Synchronisation Conference](#)

COM JALLC and Head of the Exercises Training and Experimentation (ETE) Division attended the NATO Training Synchronisation Conference 2015 (TSC 15) from 16 to 19 February 2015 in Thessaloniki Greece. TSC 15 provided an excellent opportunity for networking with key players in the NATO and Partner nation Exercise and Training Community.

#### [Jordan Armed Forces Centre of Studies and Lessons Learned Seminar](#)

The Jordan Armed Forces Centre of Studies and Lessons Learned and the United States Centre for Army Lessons Learned (CALL) co-hosted a Lessons Learned Seminar II, held in Amman, Jordan from 16 to 20 August 2015 in which the JALLC Head of the ETE Division participated. The seminar brought together experts, specialists, leaders, and researchers to share lessons and best practices from past and current operations around the world under an overarching theme of: *Coalitions against Extremism and Terrorism*. A total of 80 participants attended the seminar from a number of countries as well as organizations and centres such as the United Kingdom Lessons Exploitation Centre, the Canadian Army Lessons Learned Centre, New Zealand Training and Doctrine (TRADOC), U.S. CALL, U.S. Joint Staff J7 Joint and Coalition Operational Analysis Division (JCOA), and a number of other U.S. commands, centres and organizations.

The JALLC's Head of the ETE Division delivered presentations on, *Enabling adaptive leaders and units through a lessons learned programme* and, *Methods of how to organize, train, and operate within a coalition*, and participated in the subsequent discussions as a panel member. The seminar proved to be an excellent opportunity to engage with all seminar attendees and enabled several key points of contacts for the JALLC to be established which will be of use for future networking within the international lessons learned community.

### **Publications and Promotional Material**

#### [The JALLC Explorer](#)

The JALLC published its regular newsletter, the JALLC Explorer, which aims to keep the NATO community updated on the JALLC's activities in the areas of Joint Analysis, Lessons Learned and Outreach. The newsletter features highlights of the JATT's outreach activities, and other JALLC activities of interest to the wider LL community. The Explorer also updates the Lessons Learned Community on recent JALLC products, and features a particular JALLC project or activity, along with the personnel involved. The Explorer is currently undergoing a revision process and a new format and look of the Explorer will be published in 2016.

#### [JALLC Project FactSheets](#)

The JALLC continued publishing non-classified project summaries, *FactSheets* for each completed joint analysis project. FactSheets are posted to both our NS and NU home pages and are distributed in hardcopy, two-sided, informational brochure format.

#### [The JALLC Brochure 2015](#)

This eight-page brochure covers the History, Mission, Role, and Tasks of the JALLC in more detail than the previous year's brochure and includes a description of the JALLC's Joint Analysis activities as well as its Lessons Learned activities, including the NATO Lessons Learned Conference. This brochure also features summaries from some of the JALLC's most successful completed analysis projects from 2015 and interesting facts about the JALLC and its activities. Hard copies of the JALLC Brochure 2015 are available and distributed as required. A copy of the brochure can be downloaded from the JALLC's NU home page. This brochure will be updated accordingly in 2016.

#### [NATO EXTRA Portal Brochure](#)

This trifold brochure covers all the basic information concerning the NATO EXTRA Portal (NXP) with the intention to promote and advertise the portal throughout the NATO community. It provides a clear and brief picture of what is the NXP. It also describes the portal's structure and functions, while it gives detailed guidance about the portal's users, management, and access.

#### [NATO 2015 LL Conference Report](#)

The NATO Lessons Learned Conference (NLLC) 2015 was held from 10 to 12 November this year in Lisbon and the conference report was published a month later in mid-December. The report provides a summary of the opening speech delivered by Deputy Supreme Allied Commander, General Mirco Zuliani, and the nine panels, covering six topics, as well as updates from various NATO entities and Centres of Excellence, an overview of the conference statistics, and other interesting related information. This year's report sported a new look and format involving much graphic design work by the JALLC's LLAS Branch and Editor and included a promotional brochure (based on the JALLC Brochure 2015 – see above) as well as the above mentioned conference content. The report has been well received by the LL community and will remain a model for following years' conference reports. A hardcopy of the conference report can be obtained from the JALLC or a copy can be downloaded from the JALLC's NU website.

# SUPPORT TO NATO'S TRANSFORMATIONAL AGENDA

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## CONTRIBUTIONS TO NATO'S EXERCISE, TRAINING, AND EXPERIMENTATION ACTIVITIES

### **Exercise TRIDENT JUNCTURE 2015/LIVEX**

The JALLC participated in the Very High Readiness Joint Task Force (VJTF) Functions Testing Table Top Exercise (TTEX) held in SHAPE 27-28 January 2015. The JALLC coordinated with Joint Force Command (JFC) Naples (JFCNP) J7 Plans and LL (PLL) to arrange training requirements for SMEs identified to form Deployed Observation and Assessment Teams (DOATs) as part of the VJTF Functions Testing programme throughout 2015. A tailored training program on LL and joint analysis techniques was conducted by the JALLC Advisory and Training Team (JATT) for DOAT SMEs at HQ JFCNP from 13-14 April 2015. Approximately 30 SMEs from the NCS participated in the training. Furthermore, the JALLC provided training, advice, and mentor support to the DOAT SMEs during Exercise NOBLE JUMP 15, from 09-21 June 2015

### **Exercise TRIDENT JAGUAR 2015**

The close relation of this exercise with one of the ongoing JALLC projects made it a focal event for the JALLC. The JALLC deployed two civilian analysts (one to each participating HQ: HQ ARRC and NATO Rapid Deployable Corps (NRDC) Italy (NRDC-ITA) as part of Phase IIB Crisis Response Planning from 06-23 January 2015 and 24-26 February 2015. During Phase IIB of the exercise, the JALLC deployed a joint analysis project team to JWC, at Stavanger from 20-28 April 2015 (NRDC-ITA) and 08-15 May 2015 (HQ ARRC) to collect data for the relevant project (see the Joint Analysis Section of this Annual report under: Exercise TRIDENT JAGUAR 2014: Enabling the NATO Force Structure Joint Task Force Headquarters).

### **Exercise TRIDENT JAGUAR 2016**

The JALLC participated in Exercise Trident Jaguar 2016 Main Planning Conference in Istanbul, 31 August–02 September 2015. Furthermore, the JALLC supported STRIKFORNATO's Phase IB Academics from 09-13 November 2015 and is planning to support NRDC-T's Phase IIB Crisis Response Planning from 09-22 January 2016, Phase ID Battle Staff training (BST) from 04-08 April 2016, and Phase IIIA/IIIB in May 2016.

### **Exercises TRIDENT JAGUAR 2017 and 2018**

The JALLC provided support to HQ 1<sup>st</sup> German Netherlands Corps (1GNC) / HQ Rapid Reaction Corps France (RRC-FR) (at the request of COS HQ 1GNC) during Exercise Trident Jaguar 2017 Phase IB/IC, and Academics/Key Leader Training from 02-04 November 2015 in Munster, Germany and to NRDC - Greece (NRDC-GR), at the request of COS HQ NRDC-GR, during Exercise Trident Jaguar 2018 Phase IB Academics from 01-03 December 2015 in Thessaloniki, Greece.

### **Crisis Management Exercise 2015**

The JALLC deployed two personnel (the JALLC's Principal Research Operational Analyst (PORA) and a member of the JALLC's Information Management (IM) and Communication and Information Services (CIS) Branch) to Crisis Management Exercise (CMX) 2015 in order to provide support to Directing Staff (DISTAFF) and International Staff LL Process at NATO HQ from 04-11 March 2015. The support provided included advising on the LL process (LI

collection process and the development of database tool to assist in the LL and LI collection process).

### **Crisis Management Exercise 2016**

The JALLC hosted the CMX 2016 Initial Planning Conference (IPC) at Reduto Gomes Freire Compound, Portugal from 20-24 April 2015 and supported CMX 2016 in much the same way as for CMX 2015, including advice and assistance on the use of the NATO Lessons Learned Portal (NLLP).

### **Exercise Capable Logistician 2015**

HQ SACT received a formal request from the chairman of the Capable Logistician 2015 (CL15) Evaluation, Analysis, and Reporting Cell (EAR-C) for the JALLC to support this exercise in the same way, and to the same degree, as the JALLC supported Capable Logistician 2013. Accordingly, the JALLC participated in an EAR-C Meeting in July 2014 to determine requirements for providing specific training to EAR-C team members. Four JALLC personnel then deployed to Bratislava, Slovakia from 12-16 January 2015 to deliver training for the Exercise CL15 EAR-C, generating a cadre of experienced military analysts. The JALLC also provided training, advice, and mentor support to logistics SMEs during Phase IIIB execution from 08-19 June 2015.

### **Exercise STEADFAST PINNACLE 2015**

COM JALLC was selected to participate actively in Exercise Steadfast Pinnacle 2015 from 21-25 September 2015 in Riga, Latvia. The aim of the exercise was to further develop the abilities of commanders and senior staff to plan and conduct operations through the application of operational art in decision-making, based on the ACO Comprehensive Operations Planning Directive (COPD), utilizing a complex contemporary scenario.

### **Workshop on Exercise Reporting and Handling of Lessons from Exercises**

The JALLC participated in the HQ SACT JFT led Workshop on 01-02 December 2015 to examine the NATO Exercise Reporting Process (in particular regarding the NATO EXTRA Portal) and to review and propose changes to the Bi-SC Directive 075-003. Participating stakeholders identified the intended use of the NATO EXTRA Portal as an improvement of the current information sharing possibilities. Furthermore the workshop concluded that the Bi-SC Directive 075-003 needs to be updated to improve the handling of lessons from exercises in order to retain the internal LL process of each stakeholder, avoid duplication of staffing, address each LI/Best practice to the appropriate Tasking Authority (ensuring monitoring on its progress), and reduce the burden of exercise reporting while still capturing all of the relevant and necessary information. The management of the NATO EXTRA Portal remains an open issue. Although the JALLC developed and created the NATO EXTRA Portal, it is not the most logical or efficient entity within NATO for its future management and maintenance. During the workshop, most stakeholders agreed that the Joint Force Trainer (JFT) was the most logical contender to take ownership of the NATO EXTRA Portal. The matter is pending a decision from HQ SACT on the recommendations (which include this particular issue) in the report.

### **International Board of Auditors for NATO (IBAN) report Concerning LL in Exercises**

The JALLC supported an IBAN lead audit concerning the effectiveness of the lessons learned process for NATO exercises. An IBAN team visited JALLC in July 2015. Several meetings were conducted with key JALLC members who are responsible and have expertise on LL related issues especially during NATO's major exercises. Furthermore both NLLP and NXP portal managers provided to the IBAN team all requested data from the portals to support the auditors' findings.



## PROFESSIONAL SUPPORT TO OTHER ACTIVITIES

### Support to NATO HQ

In February 2015, for the second time, the JALLC conducted a one-day workshop at NATO HQ to provide LL and joint analysis training to over 50 representatives from NATO and partners nations involved in the NATO Crisis Management Orientation Course. The course was well received and the JALLC looks forward to the opportunity to support further NATO training events as the opportunity arises.

### NATO-wide Executive Development Programme

COM JALLC sponsored a project team from the NATO-wide Executive Development Programme (NEDP) to look at the problem of NATO (not) learning Strategic Lessons. Commander JALLC attended the final project presentations in May 2015.

### Alternative Analysis (Alta) Implementation

The JALLC continued to implement its Alternative Analysis Detailed Implementation Plan. The JALLC trained three Alternative Analysis facilitators at the NATO School Oberammergau course in 2015, and supported the September 2015 Alternative Analysis Course with a support instructor.

### Support to United Nations Lessons Workshop

On 15 June 2015, NATO and the United Nations (UN) held a bilateral LL workshop at the UN HQ in New York as a follow-up to the NATO-UN Staff Talks. Participants included the Department of Policy Evaluation and Training and the Office of Military Affairs from the UN Department of Peace Keeping Operations (DPKO); and NATO HQ International Staff, HQ SACT, the JALLC, and the NATO UN Liaison Officer. The JALLC supported the event by delivering a brief on NATO LL Policy and NATO Command Structure LL capabilities. Subsequent discussions between UN and NATO staffs focussed on three themes: the role of senior management in LL processes; accountability of staff for identification of lessons and knowledge sharing; and the systems and infrastructure required to ensure effective knowledge sharing.

### Support to Science Technology Organization Activities

The JALLC continues to be an ex-officio member of the Science Technology Organization (STO) Systems Analysis and Studies (SAS) Panel and participates in the biannual panel board meetings to review ongoing and proposed SAS activities. A brief was provided to the panel board members on JALLC analysis projects and published joint analysis reports, and NU reports were distributed to national representative in the panel via the STO Collaboration Support Office website.

The JALLC is co-chairing, alongside the German Bundeswehr Planning Office, an STO international research study into NATO's future capability to collect and manage data, with the emphasis on NATO's ability to capitalize on Big Data for future analysis support to operational commanders. 2015 was the first year of a three year study and involved JALLC personnel attending three multinational meetings and two conferences and contributing to the drafting of a Year 1 study report. In 2016, the study will focus on stakeholder engagement. The intent is ultimately to incorporate Big Data collection and management best practices into the Joint Analysis Handbook and NATO Lessons Learned Staff Officers Handbook, for which JALLC is custodian.

### Bi-SC Operations Assessment Sub Working Group

The purpose of the Bi-SC Operations Assessment (OPSA) Sub Working Group (WG) is to set the policies, methods, and standards for the implementation, execution, and continuous improvement of Operations Assessment across Allied Command Operations and ACT

through development of doctrine and publications, organization, training, technology, and implementation of LL. The Bi-SC OPSA Sub-WG reports to the Operations Planning WG. The JALLC has supported the Bi-SC OPSA Sub-WG since its inception and has continued to provide its professional expertise during 2015.

#### **Allied Joint Operations Doctrine Working Group**

The JALLC participated in the Allied Joint Operations Doctrine (AJOD) WG meetings in 2015, held in April and September, supporting the doctrine development community of the Alliance. The JALLC provided the WG members (doctrine custodians and National delegates) with updates on the JALLC's recent products focussing on findings with an impact on joint doctrine publications.

#### **NATO Information and Communicator's Conference (NICC)**

The JALLC supported HQ SACT in the organization of the 2015 NATO Information and Communicator's Conference (NICC). The conference entitled *Adapting NATO's communications to respond to the evolving Information Environment* was held in Lisbon, Portugal from 14 to 18 September 2015. JALLC's Public Affairs and Protocol Officer had the overall coordination of the conference's administrative tasks.

## INTERNAL MANAGEMENT

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### MANPOWER

Manning levels were at 94% of the Peace Establishment (PE) of 50 personnel as per 31 December 2015. In addition the JALLC also counts among its staff: one Partnership Staff Element officer from Austria, four Voluntary National Contributions (VNC) from Portugal, two Host Nation (HN) non-ceiling elements, four contractors (including one customer funded), and ten temporary conversion NICs (of which one is customer funded).

#### 2015 Civilian Staff Turnover

In the context of the NATO Defence Manpower Audit Authority's (NDMAA) Study on the Use of Contractors,<sup>7</sup> a number of contractors hired on a long-term basis by the JALLC were to be replaced by NICs. The contractors left the JALLC at the end of 2014 and the following posts were recruited in 2015:

- a. six research analysts;
- b. one ORA;
- c. one LL analyst; and
- d. one administrative post.

The six research analysts and one of the recruited administrative staff have now taken up their posts although it wasn't until the last quarter of 2015 when the last of these personnel actually began work at the JALLC. The ORA and the LL analyst are due to arrive at the JALLC in the second quarter of 2016. In addition to the replacement of the contractors, the JALLC's editor of almost ten years resigned early on in 2015. This position was filled relatively quickly in June.

The JALLC notes that, despite all of the posts having been recruited, it will still take some time before these members of staff are fully familiar with the JALLCs procedures and can function at full capacity. As such, the JALLC has needed to lean heavily on existing staff to bridge the gap in physical manpower after the contractors left and the subsequent and inevitable loss of corporate knowledge. This matter is referred to in more detail in the last chapter of this report which discussed the challenges the JALLC has faced in 2015.

#### JALLC PE Crosswalk

Following the rotation of military personnel (around 40%) that took place in summer 2015, the JALLC's manpower, provided by the Nations, has remained at 94% with the PE crosswalk process terminated. Two out of the three posts currently open are expected to be filled during the first quarter of 2016.

#### US Navy Reserve Support

The JALLC benefits from routine support, both on-site at the JALLC in Portugal and remotely via internet and telephone, from the US Navy Reserve units assigned to support ACT; in particular from NATO ACT Detachment in Atlanta, Georgia, but most recently also from NATO ACT Multinational Detachment. Excellent relations have been established with the units' leadership and the JALLC can regularly count on their support. Common areas of support have been: report and editorial assistance to LL Analysis Support (LLAS) Branch on a routine basis and in particular during busy time periods (such as during the NATO Lessons

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<sup>7</sup> NDMAA; Study on the Use of Contractors within Allied Command of Transformation; 17 December 2012; NDMAA (002)-0064-2012; NATO Unclassified, or MC; Use of Contractors in ACO and ACT; 21 June 2013; MCM-0051-2013; NATO Unclassified.

Learned Conference), data collection support at exercises, and administrative support to the annual NATO Lessons Learned Conference.

### **Interns**

The JALLC again participated in the ACT Internship Programme in 2015 and two intern candidates were selected for positions in the JALLC's LLAS Branch. Both candidates started their internship in the first semester of the year and, as usual, the experience proved to be very valuable for the individuals, for the JALLC, and for NATO in general. The JALLC will again participate in the ACT's Internship Programme in 2016 and looks forward to receiving interns in the course of the year. As such, the JALLC has developed a guide, specific to JALLC interns that is intended to help future interns better understand their role in the JALLC, what they can expect when they start work, and general information about living in Portugal and staying in Lisbon.

## **BUDGET AND FINANCE BRANCH**

As the only NATO Military Command Structure Entity on Portuguese soil since 01 January 2013, the JALLC has become the NATO Area Support Entity for Portugal. In particular, the JALLC's Budget and Finance Branch (BUDFIN) has established itself as the hub for all fiscal and financial-related matters regarding NATO entities in Portugal. BUDFIN provides a full set of financial and procurement services to NATO HQs located in Portugal: Naval Striking and Support Forces NATO (HQ STRIKFORNATO), Allied Command Counter Intelligence (ACCI) Lisbon Detachment, and, to a minor extent, to the NATO Communication and Information Agency (NCIA), to include Satellite Ground Terminal 12 (SGT12), and to the local National Support Elements. BUDFIN is also responsible for the management and provision of international privileges and tax exemption services, and for the management and control of the Morale and Welfare Activity Programme to the NATO-wide community in Portugal.

### **BUDFIN Personnel**

BUDFIN is currently manned by 10 people: three Peacetime Establishment (PE) positions (two NATO Civilians and one Military OR-8), one NATO International Civilian with Temporary Conversion Post (TCP) status, one NATO International Civilian Customer Funded position, two customer-funded local contractors, one Voluntary Nation's Contribution (VNC) military person provided by the Host Nation and two Host Nation Non-Ceiling posts.

### **2015 Budget Execution**

In 2015, BUDFIN executed some EUR 6 000 000 of budgetary credits allocated under various budgets, and directly supported some 280 NATO users, growing to nearly 600 when considering the Morale and Welfare (MWA) activities.

The JALLC BUDFIN Branch has also provided financial management and control of non-appropriated funds generated by the local MWA programme, currently the largest ACT MWA Programme, generating yearly revenues that in 2015 approximated EUR 1 000 000.

### **Other Finance-Related Activities**

In 2015, BUDFIN completed the implementation of an automated financial system for the management and control of all MWA activities and the non-appropriated funds they generate. Minor set-up steps are being conducted in 2016 with the aim of extending the system to all activities by 04 April 2016.

Additionally, BUDFIN was in the lead for the negotiations with the Host Nation with regard to the implementation of the Supplementary Agreement to the Paris Protocol between the Portuguese Republic and ACT/SHAPE, in particular relating to application of international privileges and tax exemption matters.

Other important activities which have heavily involved BUDFIN in the course of 2015 have been the following:

- a. Financial and contracting Support to the following conferences and workshops;
  - the NATO Lessons Learned Conference;
  - Maritime Expeditionary Operations Conference (MEOC);
  - NATO CMX Initial Planning Conference;
  - NATO Information and Communicators' Conference (NICC);
  - BALTOPS Initial Planning Conference;
  - NATO Information Management Advisory Group (NIMAG) Conference;
  - Information Knowledge Management Working Group;
  - Confederation of NATO Civilians Staff Committees (CNCSC) meeting; and
  - 2017-2021 Consolidated Resources Proposal (CRP) Workshop.
- b. Various studies, Taskers and Point Papers.

### **Budget-Based Performance Outputs**

With regard to monitoring the JALLC's performance from the budget perspective, BUDFIN continued to use the seven measures agreed under the performance measurement trial established by the Budget Committee (BC) in 2011, as follows:

- a. Analysis Reports: this refers to the credits allocated to the main JALLC output.
  - Measure 1: Number of analysis reports issued – Baseline: 12; Target: 15; Fiscal Year 2015 (FY 2015): 11.<sup>8</sup>
  - Measure 2: Rate of Endorsement of JALLC Recommendations – In 2014 annual report it was indicated that this measure had lost its significance and had to be suspended until remedial actions to the shortcomings of the endorsement process were taken by the superior authorities. Such shortcomings have now been resolved as seven of the eleven major joint analysis products published have been already approved/endorsed/noted by the appropriate authorities, while two more are under staffing. As the outcome of the latter two reports is in the process, the ratio is calculated on those reports already assessed by the customers. Rate of Endorsement has therefore been 80% in 2015.
- b. Lessons Learned Capability Enhancement: the related ratios intend to measure the efficiency of the JALLC's efforts supporting external bodies to improve their lessons learned capabilities.
  - Measure 3: Joint Analysis Training Team (JATT) Efficiency Ratio: This ratio intends to measure the efficiency of the JALLC's efforts in supporting external bodies to improve their lessons learned capabilities. It compares the credits allocated to this deliverable

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<sup>8</sup> Failure to meet the target number of reports is entirely related to the replacement of long-term contractors with the new NICs. Recruited staff took longer than expected to arrive at the JALLC, and required a certain amount of time to become familiar with the JALLC's procedures. The result however represents, at least quantitatively, an improvement when compared to 2014 when only seven reports were issued because of the devotion of some 25% of internal resources to the project covering the analysis two decades of lessons from NATO operations and exercises.

with the number of events supported – Baseline: 8000; Target: =<7000; FY 2015: 2197.<sup>9</sup>

- Measure 4: Number of participants to the annual NATO Lessons Learned Conference. This measure is considered an indicator of JALLC's success in promoting the importance of Lessons Learned and of Nations and Partners interests in improving their lessons learned capabilities learned capabilities. An increase in participation is interpreted as an increase in the JALLC's success in promoting the importance of Lessons Learned – Baseline: 231; Target: +10% (=>254); FY 2015: 276.
  - Measure 5: Students' Feedback. This measure is considered an indicator of the JALLC's effectiveness in delivering the Lessons Learned Staff Officers (LLSOC) and the Joint Analysts Course – Baseline: 95% of students state that the courses met the objectives. Target = 100%; FY 2015: 95%.
- c. Production Overheads: the measure is considered an indicator that stakeholders are finding information in the NATO Lessons Learned Portal (NLLP) up-to-date and relevant.
- Measure 6: NLLP Page Views (both NS and NU LAN) Baseline: 350 000/year; Target: +10% (=>385 000); FY 2015: 710 280.<sup>10</sup>
- d. Overheads: This ratio compares the credits allocated to the overhead deliverable with the number of supported personnel. A reduction in the ratio is considered an improvement in efficiency, as it measures the per-capita expenditures to operate and maintain the JALLC.
- Measure 7: HQ's Efficiency Ratio: This ratio has worsened with respect to 2014, but the negative changes are due to the shift of credits from the output-related portion of the budget (contractors' emoluments) to the overhead-related portion (NATO Civilian salaries). Therefore, a new baseline is being established, based on this structural change within the JALLC cost distributions: Baseline: 25 000; Target: =<25 000; FY 2015 24 797.

It is recognized that all ratios present limitations, and are affected by numerous variables (e.g. one-off capital investments, quality, and the size of requested reports, complexity of issues addressed). They are however, valid tools that allow comparison over time and underpin reflection on the causes of variation.

## INFRASTRUCTURE

In order to optimize office and meeting room space in the JALLC building, located on the compound of the Portuguese Air Command in Lisbon, Portugal, a plan was developed and implemented in 2015 resulted in a more rational distribution of office space and the creation of two additional meeting rooms. However, if office space is sufficient, meeting space is not as explained in JALLC's Challenges' paragraph.

## IM & CIS SUPPORT AND ACTIVITIES

During 2015, the CIS services provision were consolidated; new processes were introduced, a different financial administration, and the consolidation of the Information Management (IM) development in NATO. The most important topics to define this year were:

- a. Participating in the negotiations of the ACT-NATO Communications and Information Agency (NCIA) Service Level Agreement for 2016;

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<sup>9</sup> A reduction in the ratio entails a more efficient use of resources. Calculation based on 18 events that requested travel with International Funds.

<sup>10</sup> The increase in this ratio testifies the enhanced interest in the content of the JALLC portal. Hits in 2014 had been 350,000.



- b. Managing the JALLC's hardware and software in close coordination with NCIA;
- c. Participating in the NATO IM Advisory Group (NIMAG) and Information and Knowledge Management (IKM) Working Group, which positively influenced the revision of the NATO IM Plan;
- d. Improving the functionalities of the NLLP and the NATO EXTRA Portal;
- e. Increasing the number and quality of IM tools and initiatives in support of the JALLC's mission;
- f. Making all efforts in order to ensure the NATO Lessons Portal will be included in the NATO CIS Project that delivers the NATO Information Portal (NIP).
- g. Conducting other routine related tasks.

Throughout 2015, IM & CIS Branch has once again ensured that the JALLC remains aligned with new concepts and developments in terms of NATO's IM and CIS. IM&CIS Branch also performs a role in representing the JALLC interests regarding to CIS matters. In this respect, the IM&CIS Branch maintained a permanent dialogue with NCIA Sector Lisbon, acting as a customer representative under the current concept implemented by NATO of CIS service provided by NCIA.

#### **Support to JALLC's Programme of Work**

In support of the JALLC's joint analysis activities, the IM&CIS Branch conducted a number of activities including the following:

- a. Delivering, customizing, maintaining, closing, and archiving JALLC project workspace sites (on both NS and NU networks);
- b. Continued CIS support and technical management to the NATO EXTRA;
- c. Technical support to Capable Logician 2015;
- d. Upgrading, redesigning, developing and relaunching the JALLC's NU website ensuring it is in line with the latest Web protocols and standards;
- e. Working closely with ACT (IDLL Branch) to assess the current status and the roadmap for the future of the NLLP. The IM&CIS branch contributes to this process by providing historical memos, technical information, and other actions, in connection with future plans for the NLLP in the context of centralized services provided by NCIA;
- f. Developed a new software module which was integrated in the Lisbon Web Application Tool (LWT) following requests by Portuguese authorities with regard to the management of the diplomatic status of all NATO staff members and their relatives;
- g. In the last quarter of 2015, a COMPUSEC vulnerability assessment was performed by NCIRC/NCIA for both local JALLC networks, NATO Secret (NS) and PAN (NU). Some software findings reported have been corrected by NCIA CIS Support Unit (CSU) Lisbon - Monsanto detachment, in coordination with the IM&CIS branch.

#### **Activities as part of NATO's IM and CIS community**

Throughout 2015, the IM&CIS Branch conducted the following activities which fell under general CIS management tasks:

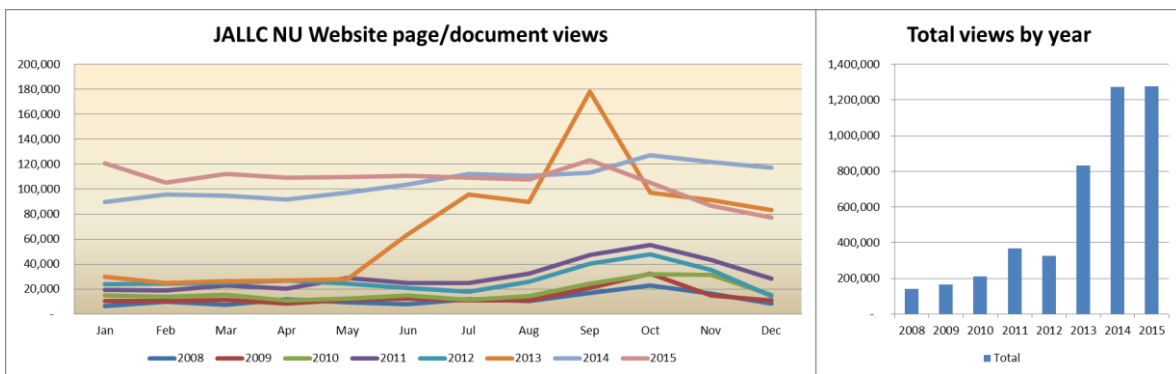
- a. Ensuring the NATO Lessons Learned Portal remained aligned within the NATO CIS projects that will implement the NATO Information Portal;
- b. Promotion of NATO EXTRA Portal in all forums and activities in which the IM&CIS Branch participated;

- c. Re-accreditation of the NS network and NS Video Tele Conferencing system for three more years;
- d. Initiated Revision 2 of the JALLC IKM Plan which is intended to bring in the plan more in line with the latest NATO and ACT wide policies and directives in this respect;
- e. All IM & CIS SOPs were revised and published; and
- f. Implemented configuration upgrades in the JALLC Wi-Fi network and continued related security access management.

**Website/Portals Usage analysis and reporting**

**JALLC Unclassified Website access**

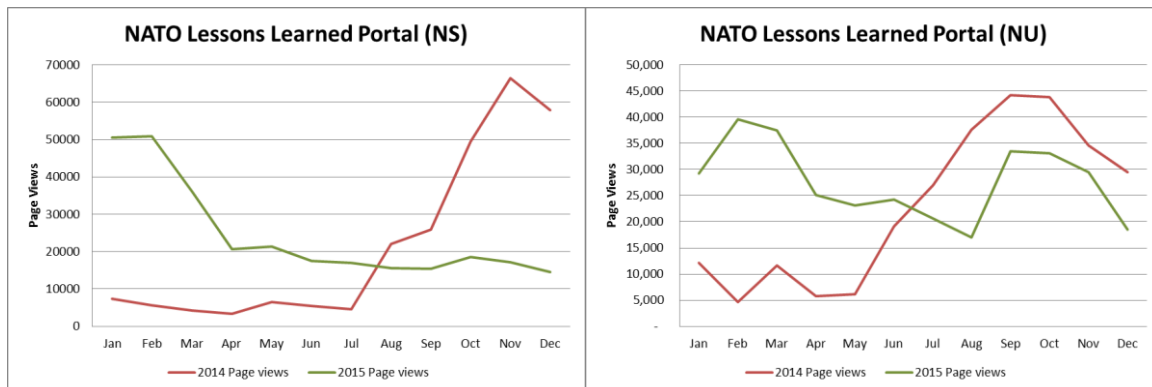
The analysis of the JALLC website logs provides a clear picture of its use and visitor interest. The charts below show the history of page views since 2008. In 2015 the activity has stabilized at around 100 000 views per month, reaching just over 1.2 million views in total. The impact of the NATO Lessons Learned Conference is still visible but smaller than usual due to the transfer of the conference information to the NLLP.



JALLC NU Website activity – total of: page/document views

**NLLP access**

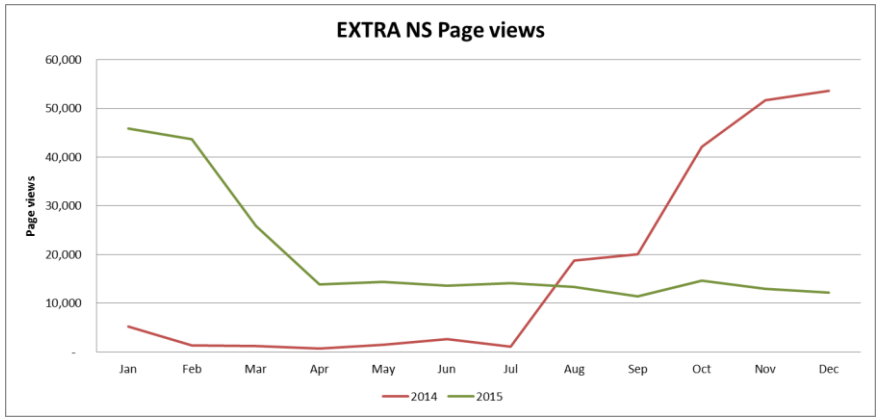
Since the release of the new NLLP in July 2013, there has been a constant evolution on the page views of both NS and NU Portals as observable in the charts below. The NATO Lessons Learned Conference has a huge impact on the page views, especially on the NU side as a result of the integration of conference registration in the NLLP.



NATO Lessons Learned Portal (NS/NU) activity – total page views

**The NATO EXTRA Portal**

The NATO EXTRA Portal (NS only), integrated in the NLLP as a sub site, is very effective, and accounts for over half of the overall page views. The chart below shows the page views during 2014 and 2015.



NATO EXTRA Portal NS activity – total page views

## HIGH LEVEL VISITS TO THE JALLC

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In addition to the JALLC's extensive outreach activities, the JALLC also received and briefed many visitors at Monsanto, Portugal. To give an impression, below are listed the most senior officers and most significant groups of visitors throughout 2015:

- a. General Denis Mercier, Supreme Allied Commander Transformation;
- b. General Sergio Westphalen Etchegoyen, Deputy Chief of Staff for Personnel of the Brazilian Army;
- c. Admiral Mark Ferguson, Commander Allied Joint Force Command Naples;
- d. His Excellency Dr. José Pedro Aguiar-Branco, the Minister of Defence of Portugal;
- e. His Excellency Mr. Vasile Popovici, the Ambassador of Romania to Portugal;
- f. His Excellency Mr. Michael Suhr, the Ambassador of Denmark to Portugal;
- g. His Excellency Mr. Govert Bijl De Vroe, the Ambassador of The Netherlands to Portugal;
- h. His Excellency Mr. Stanislav Kázecký, the Ambassador of Czech Republic to Portugal;
- i. Lieutenant General Jeffrey G. Lofgren, HQ Supreme Allied Commander Transformation Deputy Chief of Staff Capability Development;
- j. Vice Admiral Bruce Grooms, HQ Supreme Allied Commander Transformation Deputy Chief of Staff Capability Development;
- k. Vice Admiral James Foggo, Commander Naval Striking And Support Forces NATO;
- l. Air Marshal Sir Christopher Harper, Director General International Military Staff;
- m. Air Marshal Graham Stacey, Deputy Commander Joint Force Command Brunssum;
- n. Major General Salih Sevil, Chief of Staff Allied Land Command;
- o. Rear Admiral Paddy Mc Alpine, Deputy Commander Naval Striking and Support Forces NATO;
- p. Rear Admiral Tony Radakin, Commander of the United Kingdom Maritime Forces;
- q. Brigadier General Hakan Eser, Commander South-Eastern Europe Brigade (SEEBRIG);
- r. Brigadier General MD Dr Stefan Kowitz, Director Centre of Excellence for Military Medicine;
- s. Col Keisuke Kawae, Air Staff College Japan Chief of Doctrine Development Office;
- t. German Armed Forces Staff College delegation; and
- u. Portuguese Staff College – Navy Staff Officer Promotion Course delegation.

## IMPROVEMENT OF JALLC'S STRATCOM

The JALLC Command Group has recognized the need to improve the JALLC's STRATCOM. The JALLC's mission, its tasks, general activities, and output are not well communicated throughout NATO and the centre is a bit of a hidden gem within the Alliance. Accordingly, the JALLC's Command Group has established a STRATCOM Improvement plan for the JALLC which included the following key elements all intended to promote the JALLC and its activities:

- a. A series of selected visits by COM JALLC at NATO HQs and organizations;
- b. Inviting and receiving high-visibility and otherwise distinguished visitors at the JALLC for the purpose of making them aware of the JALLC and its activities (see the previous chapter for a list of such visits);
- c. Participation of JALLC staff in selected workshops and training events across the Alliance;
- d. The upgrade and relaunch of the JALLC's NU website, including improved procedures for ensuring the website remains up to date with relevant and recent content;
- e. Various new promotional material including brochures, folders, roll-ups; and informational guides/sheets;
- f. An update of the NATO Lessons Learned Conference Report model which included some of the newly developed JALLC promotional material and a new format and look; and
- g. Active engagement with potential customers for joint analysis projects.

In this respect the JALLC has successfully worked towards improving its visibility and the general awareness within and outside of NATO of what the JALLC does and can do. The intention is to continue to improve the JALLC's STRATCOM in 2016 with more updates and improvements to the way the JALLC promotes itself.

## JALLC CHANGE OF COMMAND

2016 will be a year of changes. COM JALLC will relinquish his command of the centre in July. Although the JALLC's current Chief of Staff retired in December 2015, he will continue to perform his duties until the arrival of his replacement, expected before the end of the first semester of 2016. Both senior members of the JALLC's command group standing down in the same year (and comparatively close together), could present a challenge for the command continuity of the JALLC. The JALLC is already taking steps to mitigate this challenge, aiming to maintain the centre's efficiency and productivity. A part of this effort will be COM's JALLC end of tour report (to be released mid 2016), which will include recommendations for the way-ahead for the JALLC and the LL community.

## PERSONNEL TURNOVER

Somewhat related to the previous section, during the summer of 2016, approximately 25% of the JALLC's personnel will rotate. Experienced military analysts who provided their knowledge and service for three years will depart and it is inevitable that some knowledge will be lost as a result of their departure. The JALLC's objective is to keep the level of its output in accordance with its high quality standards, while integrating the new personnel. In this respect, and in order to cover the training needs of the new personnel two JALLC analyst training courses are planned to take place in the 2016 September – October timeframe.

## IMPROVEMENT OF JALLC ANALYSIS EFFICIENCY

In early 2016, the JALLC is moving to an optimized internal project management process. Using the accumulated observations, lessons identified, and corporate experience, the JALLC's quality assurance personnel, with the assistance of experienced analysts, revised the whole internal project management process - producing the revised, 2<sup>nd</sup> edition, of the JALLC Project Approach SOP<sup>11</sup>. The SOP will be on trial for six months following the issue date, and will be reviewed and updated at the end of the trial period. During this period, the JALLC's efforts will be focused in identifying those elements, practises, and sub-processes that improve our analysis efficiency both in terms of quality and quantity.

## VALIDITY OF JOINT ANALYSIS REQUIREMENTS

Notwithstanding the overall satisfactory completion of the analysis requirements tasked by HQ SACT in the JALLC POW, the JALLC project teams are expending considerable time and effort in understanding and delineating precisely what is to be delivered by a tasked joint analysis requirement. There are several reasons for why such delays and nugatory effort are occurring, inter alia staff rotation and sometimes a lack of synchronization in staffing procedures within the proposing command. JALLC believes that a greater emphasis on confirming the validity of the joint analysis requirements should occur prior to their promulgation in the JALLC POW.

## REPLACEMENT OF CIVILIAN PERSONNEL

One of the major challenges to the JALLC in 2015 was the replacement of long-term civilian contractors with NIC staff. The challenge was to manage this transition while ensuring that the organization's corporate knowledge was maintained. Among the replaced contractors, were research analysts and an ORA representing a large portion of the JALLC's civilian based analytical capacity. The necessary time it has taken to replace the contractors and the time it will take for those replacements to become familiar with the JALLC's procedures and activities, has had, and will for a time continue to have, an impact on the JALLC's output and efficiency. The civilian contractors left the JALLC at the end of 2014. The last of the six civilian research analysts did not arrive until the third quarter of 2015 and the ORA (although recruited in 2015) will not arrive until the second quarter of 2016. This gap in manpower and the loss of corporate knowledge has been felt by the JALLC's joint analysis divisions and in particular by the JALLC's quality assurance function which has been without 33% of the normal operational research analysis capacity for over a year.

While nothing could be done to bridge the gap in manpower, the JALLC has done much to mitigate the challenge of ensuring the new recruits became familiar with the JALLC's procedure and activities as quickly as possible. Such efforts included holding the requisite training programmes and ensuring that the NIC analysts were able to work with experienced military analysts as much as possible. However, some reduction in the output and efficiency and the resulting delays have been regrettably inevitable.

## INFRASTRUCTURE

Although the JALLC building provides sufficient space to accommodate the full manning of the JALLC's current PE, there is insufficient space to conduct the JALLC's activities as efficiently as possible. As offices are shared by two or more officers not necessarily working on the same project, meeting- and break-out rooms, where teams can brainstorm, discuss, analyse, and experiment-all essential to the analysis process-are in high demand, but short supply.

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<sup>11</sup> JALLC; SOP 046 JALLC Project Approach (JPA); 20 January 2016; NATO UNCLASSIFIED



The JALLC maintains a small detachment of personnel in the Reduto Gomes Freire base in Oeiras who provide base support and other services to all NATO entities located in Portugal. Bearing in mind the upcoming relocation of NATO CIS School to Portugal, the abovementioned issues could be dealt with by moving the JALLC to the facilities at the Reduto Gomes Freire base in Oeiras where there would be space to allow JALLC personnel to work more efficiently and effectively.

Moreover, having all NATO military bodies in Portugal co-located in the same compound, may have some benefits in terms of physical security, cooperation between such NATO entities, and efficient management of all support activities that are currently conducted by JALLC. Economies of scale may also be achieved if the JALLC is co-located with the NATO CIS School.