The NATO Lessons Learned Portal

LTC James JOHNSTON USA A

JATT
“The purpose of a Lessons Learned procedure is to learn efficiently from experience and to provide validated justifications for amending the existing way of doing things, in order to improve performance, both during the course of an operation and for subsequent operations.”

AJP 3(B) Allied Doctrine for Joint Operations
What are Lessons Learned?

- History
- Knowledge Management
- Training Aid
- Improvement Mechanism
- Planning Tool
- Waste of Time?
- Project Management Phase
- After Action Activity
- Best Practice
LESSONS LEARNED EFFECTS

Lesson

In-theatre Training
Situational Awareness
Urgent Kit Requirements
Pre-deployment Training
Tactical Preparation
Mid-term Equipment Procurement
Routine Training
Operational Planning
Long Term Capability Requirements

Short Term Reactive Change
Long Term Proactive Change
WHAT IS IN PLACE?

✓ NATO LL Policy (08 Sep 2011)
✓ Bi-SC Directive 80-6 Lesson Learned (06 July 2011)
✓ ACO Directive 80-1 Lesson Learned (13 July 2009)
✓ NATO LL Organisation
✓ NATO LL Staff Officer Course
✓ Analyst Training Course
✓ LL Portal & LL Database
✓ Joint Analysis Handbook & NATO LL Handbook
✓ Annual NATO LL Conference in October, Lisbon
✓ LL Community of Interest
✓ ....and of course the JALLC Advisory and Training Team
TRAINING

Courses

- **NATO Lessons Learned Staff Officer Course**
  - 4x year
  - 1 week course at SWEDINT
  - Training of LL Staff Officers for LL HQs positions

- **Joint Analysis Course**
  - 2x year
  - 1 week course at the JALLC
  - Training of JALLC Analysts

Handbooks

- **Joint Analysis Handbook – 3\textsuperscript{rd} Edition**
- **NATO LL Handbook – 2\textsuperscript{nd} Edition**
“A LL capability provides a commander with the **structure, process and tools** necessary to capture, analyse and take remedial action on any issue and to communicate and share results to achieve improvements.”

Bi-SC Directive 80-6, 06 July 2011
NATO LL CAPABILITY

INFORMATION SHARING

STRUCTURE

PROCESS

TOOLS

MINDSET

LEADERSHIP
NLLP: NU & NS

1. **NLLP on the NATO UNCLASSIFIED network**
   - Accessible from the internet ([https://nllp.jallc.nato.int](https://nllp.jallc.nato.int))
   - Intended use: only for sharing
   - Target users: NATO entities, NATO nations, Partner nations (*) and IOs/NGOs (*)
   - Up to NATO UNCLASS information
   (*) Certain conditions apply.

2. **NLLP on the NATO SECRET network**
   - Accessible from the NATO SECRET WAN (inside and outside AIS domain)
   - Intended use: sharing & staffing of lessons
   - Target users: NATO entities and NATO nations
   - Up to NATO SECRET information
Welcome to
Joint Analysis & Lessons Learned Centre (JALLC)
NATO’s Lead Agent for Joint Analysis

Established in Lisbon, Portugal, in September 2002, the JALLC is the NATO’s lead agency for the analysis of operations, training and experiments, and for the collection and dissemination of Lessons Learned. JALLC deploys project teams worldwide, delivering analysis support to NATO at the strategic and operational levels.

- Redeployment from Operations (RfO)
- JALLC Advisory and Training Team (JATT)
- JALLC Project Approach (JPA)
- NATO LL Portal
- NATO LL Database
- Tools to Capture and Manage Observations
- Joint Analysis Handbook
- Lessons Learned Handbook
- JALLC Flyer
- JALLC Publications
- JALLC Reports

Featured Events

- The next NATO Lessons Learned Staff Officers Course (LLSOC) will take place in the Swedish Armed Forces International Centre in Kungsängen near Stockholm from the 26th to the 30th of May 2014

Latest News

- His Excellency Jean-François Blarel, French Ambassador to Portugal
- Delegation to the 1st Regional Conference for Military LL, Amman, Jordan
- The Deputy Commander JFC Brunssum
Welcome to the NATO Lessons Learned Portal (NLLP)

*Warning*

Please mind the following note about user registration.

**Previous users** credentials from the former NATO LL Portal ("Prototype") are not valid for the new NLLP. New registration is required for every previous user.

**New user accounts** might be authorized for NATO and Partner Nation citizens, in accordance with NATO security policy. Authorizations will be issued on a case by case basis. To apply click on Register and follow the instructions. Registration process might take up to five working days. Applicants will be informed in due time. Please be aware that an official e-mail address is mandatory.

For any problem do not hesitate to contact the [NLLP managers](mailto:nllpmanagers@nato.int)

This Portal, powered by the **Joint Analysis and Lessons Learned Centre**, is the sharing tool for NATO Lessons Learned issues. It is also a place to exchange ideas, announce events and share information within the Lessons Learned Community. Its NS version contains as well a staffing tool for all observations submitted into the NATO Lessons Learned process.
“NATO LL Staffing Area is the **management tool**, embedded in the NLLP, used by the **NCS** for staffing and tracking the Observations and Lessons Identified **of NATO interest** through the LL Process”.

*(Bi-SC Directive 80-006)*
Embedded in NATO LL Portal (NLLP)
Developed to replace the NATO LL databases (NS & NU)
Present only in the NS Network
Not to be used for HQ internal processes
Does not substitute the chain of command
Mainly for processes at Strategic / Operational Level
Permits sharing from an early stage (LI), also at NU Portal (limited to unclassified lessons).
The value of a LL process is only realized when the information generated by the process is available to the people who need it, when they need it. LL information sharing generates organizational knowledge and leads to an enduring improvement in organizational performance.

But not everyone is motivated to share. Here are some commonly expressed reasons for not sharing:

- Sharing negative experiences creates embarrassment and/or blame.
- It is not worth sharing until we have a solution.
- Sharing information is a risk: information obtained by the enemy could be used to exploit our weaknesses.
- Lessons can only be learned by doing: documenting experiences is a waste of time.
- The lessons are classified and we cannot change that to share them.

Please do not underestimate the power of sharing knowledge! All contributions are welcome!

*The information obtained after signing in is subject of sharing only in accordance with the marked classification.*
THE LIBRARY: FILTERS AND METADATA
CONTRIBUTIONS ARE WELCOME!

WE PUBLISH

- Policies
- Directives
- Handbooks
- Newsletters
- Factsheets
- Institutional sponsored studies
- Reports
- Other LL related documents/publications
- LI/LL/BP
- Links to operational and tactical LLDbs
- Links to other LL organizations

WE DO NOT PUBLISH

- Personal opinions
- Personal (not sponsored) studies
- Journal or magazine excerpts
- Observations
- LIs and LLs with local and/or temporary value

CONTRIBUTIONS ARE WELCOME!
Here you will find the Lessons Learned Network points of contact. The LL Network includes NATO entities, NATO member Nations, Partner Nations and Troop Contributing Nations for NATO led Operations. Each point of contact within the LL Network acts as a focal point to address Lessons Learned issues. If your Nation or Organization is not included in the list you can contact us at nllp@jallc.nato.int.

Please note that in order to become POC in the LL Network, NLLP membership is required.

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<td>Center for Army Lessons Learned</td>
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COMMUNITIES OF INTEREST (COIs)

In the context of NATO Lessons Learned Portal (NLLP), a Community of Interest is a group including different organizations working on interrelated areas. Involved in common activities, these organizations have a common interest to share information, lessons and experiences for the benefit of the whole community and to promote themselves.

How can I create a new Community of Interest?
A Community of Interest is the result of an agreement reached by a group of people or organizations during a formal activity (Workshops, Seminars, Working Group meetings etc). NATO Lessons Learned Portal comes in support of any initiative for a Community of Interest, hosting specific working spaces, where a designated administrator from the COI will manage the content. These working spaces can be visible to all NLLP users or only to those authorized by the administrator, according to the COI internal regulations.

How will the COI Working Space be managed on the NLLP?
Each COI must designate an administrator who will be responsible for managing the content of the dedicated area and will provide NLLP managers with the names of authorized users (in case that working space is not open to all NLLP users).
The working space can include documents, a contact list, a place to announce events, links to another websites, a calendar, etc. and can be customized, within certain limits, to meet each COI needs.
In order to promote the Information and Knowledge Sharing, NLLP will provide Communities of Interest with access to the portal’s libraries as well as a dedicated library managed by the COI administrator.
For this specific library the administrator will check, approve and publish the documents uploaded by the different users and will keep all information updated, in accordance with the COI’s internal regulations.
The administrator will be also the COI’s POC inside the Network LL.

How to make it available on the NATO LL Portal?
You should contact the managers of the portal (Lessons Learned Staff Officers in JALLC) at nllp@jallc.nato.int
COMMUNITIES OF INTEREST

Characteristics:

- Include more than one organization
- Common interest in sharing (specific areas of knowledge)
- Created under a formal agreement (Terms of Reference)
- Self-administered (by appointed manager)

What NLLP can provide:

- Customized working space
- Dedicated library
- List of contacts
- Newsroom (to announce future and past events)
- Links
- Calendar
Welcome to the Insider Threat community site.
This NATO LL Portal site is intended to facilitate collaboration for Insider Threat (IT) SMEs through the sharing of lessons, best practices, relevant documents, and on-going work. The purpose of this site is to capture operational- and strategic-level IT lessons and best practices in order to institutionalize them, where appropriate, for future NATO operations.

Announcements

- IJC CJ37 Training Community of Interest Conference (at IJC HQ - 20 November 2013)
  Insider Threat Pre-Deployment Training will be discussed at this conference.

- IJC Bi-Annual FP Conference (IJC HQ - 10 January 2014)
  Insider Threat will be a topic of discussion.

Add new announcement
Exercise, Training, Reporting and Analysis – EXTRA – Community:
Achieving a high level of federation and resultant coordination, collaboration and information sharing essentially to support coherent application of resources towards the improvement of the NATO exercise and training programmes.
Developing an understanding of all the various processes and to continue the transformation of Alliance capabilities. This in turn underscores the requirement that observations and lessons be properly identified and disseminated.
For more information please read the BI-SC Collective Training & Exercise Directive (CT&ED) 75-3

NEW DOCUMENTS
Uploaded
SEE THE LIBRARY
NEW BI-SC 75-3
NEW BI-SC 80-6

WELCOME TO THE NEW EXTRA COMMUNITY PORTAL

Using the ODCR format, to share your experience during Exercises or Training.
To share your documentation already validated with members of the Community.
To get information about archived Exercises.
To search all information on the Portal.

Calendar
There are currently no upcoming events. To add a new event, click "Add new event" below.

Add new event

Contacts

<table>
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<tr>
<th>URL</th>
<th>Role</th>
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<tbody>
<tr>
<td>LTC Matthias FIESER</td>
<td>Acting ETE Division Head / JALLC</td>
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NU NLLP ACCESS REQUIREMENTS

1. In accordance with Bi-SC Directive 80-006 (Annex E)

2. Personnel from NATO and NATO Nations:
   • Only need to apply and provide a valid official email address.
   • Access granted for three years or EOT date (whichever comes first)

3. Personnel from Partner Nations:
   • Sponsor required (to be appointed by the National MoD and communicated to JALLC)
   • Access granted for two years.
   • A valid official email address is required

4. Personnel from IOs
   • Institutional POC required
   • Access granted for one year
   • A valid official email address is required
BARRIERS TO SHARING OUT

⚠️ Classification
⚠️ Information assurance
⚠️ CIS
⚠️ LL Procedure
⚠️ Language
⚠️ Dirty Laundry
⚠️ Applicability
Classification
No process to incorporate external lessons
Information assurance
CIS
LL Procedure
Language
NLLP is mainly a SHARING tool with Staffing Capability

The Staffing Tool (only NS WAN) is intended for NATO use...

...but unclassified LIs and LLs will continue to be shared at the NU NLLP.

Communities of Interest offer a great opportunity to establish connections and to share information.

But remember: sharing is not learning.

Sharing tools, by themselves, do not change anything. Information has to be exploited and must drive a change to be considered as learned.
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QUESTIONS?