

NATO UNCLASSIFIED
Releasable to Sweden and PFP



**HQ Supreme Allied Commander Transformation
Office of the Chief of Staff**

Norfolk, Virginia | USA



ACT/JFD/LLB/TT-7446/SER:NU:1797

TO: See Distribution

SUBJECT: **CALLING LETTER – REQUEST FOR JALLC ADVISORY AND
TRAINING TEAM LESSONS LEARNED ENGAGEMENT IN 2024**

DATE: 11 August 2023

REFERENCES: A. Bi-SC Directive 080–006 Lessons Learned; 23 February 2018.
B. SH/PLANS/J7/PLL/OR/18-318588 5000/TSC-FET-O 100/TT-171029.
C. HQ SACT; Letter on the Supervision of the Lessons Learned in the NATO Command Structure by JALLC in 2019; 20 March 2019; 7870/TSC FET-0120 /TT-0785.
D. Bi-SC NATO Lessons Learned Optimization Action Plan; 15 June 2017; SH/PLANS/J7/PLL/LEL/FJPA/17-316640 - 7800 TSC FET 0100/TT-170211.

CONTEXT AND PURPOSE

1. Bi-SC Directive 080-006 on Lessons Learned (LL) (Reference A) states that the Joint Analysis and Lessons Learned Centre (JALLC) is NATO's Centre dedicated to supporting Alliance-wide implementation and sustainment of NATO's LL Policy (Reference B) through monitoring, supervising, and assessing the NATO LL Process in the NATO Command Structure (NCS) and other NATO bodies.
2. In June 2017, the two Strategic Commands launched the NATO LL Optimization Action Plan (Reference C), aimed at improving the effectiveness of the NATO LL Capability in the NCS. The JALLC Advisory and Training Team (JATT) was established to provide tailored LL advice and training to the NCS, the NATO Force Structure (NFS), other NATO Entities, and its Partners, in order to support the implementation of the NATO LL Capability. This support is primarily provided through scheduled engagements, held at the requestor's location, which usually include the training of the LL staff. The training provided is a combination of theoretical and practical exercises, tailored to requestors' needs.
3. In the case of NCS HQs, engagement may also include: (a) an assessment of the implementation of the NATO LL Capability¹, followed by advice on how to make improvements; and (b) Key Leader Training (KLT) tailored to the needs of the relevant command. It is recommended that each NCS HQ is assessed at least once every two years.

¹ The JALLC has been provided with a: "...clear mandate in the realm of LL, which is to actively engage, supervise/lead and assess NATO's LL Capability in the NCS." (Reference C).

NATO UNCLASSIFIED
Releasable to Sweden and PFP

4. KLT is important for organizations as it provides a deeper understanding of responsibilities and the impact on an organization's mind-set; it can foster a positive and productive work environment; and it can improve overall performance and success. The KLT provided by the JATT is tailored to decision-makers (OF 5 and above) and consists of an hour-long briefing and discussion focussed on the requestor's needs.

HOW TO REQUEST A JATT LL ENGAGEMENT IN 2024

5. If you are interested in requesting a JATT Engagement in 2024, please complete and return the JATT LL Engagement Request Form at Enclosure 1 **before 05 October 2023**.

a. Requests and completed forms can be sent to the JALLC COS Office by email: cos.office@jallc.nato.int.

b. For queries, please contact the JALLC COS Office by email or by **commercial phone: +351 21771 7026**; or on the **NCN: 528-4026**.

6. Please note that, with regard to the JALLC's capacity to conduct JATT Engagements, priority will be given to those engagements which are in accordance with the JATT Outreach & Training Plan 2024, as included in the JALLC's annual Programme of Work (PoW).

7. The PoW provides the JALLC with the Direction and Guidance as well as related priorities which are determined by the LL Working Group / Steering Board (and approved by Supreme Allied Commander Transformation) in order to focus the JALLC's overall training efforts.

8. As such, JATT engagements should be requested in advance, as described below. The following order of priority will be applied to requests for JATT engagements:

- a. NATO Operations;
- b. NCS HQs;
- c. NFS HQs;
- d. NATO related Bodies – Agencies/NATO Nations/Centres of Excellence; and
- e. Partnership program support.

JALLC TRAINING COURSES IN 2024


9. Additionally, the JALLC provides a number of NATO LL training courses. More information is provided at Enclosure 2. Further detail regarding JALLC training courses including how to apply, the latest course dates and availability, can be found on the JALLC's public facing website: www.jallc.nato.int/activities/training.

NATO UNCLASSIFIED
Releasable to Sweden and PFP

10. We look forward to receiving your requests. Please do contact the JALLC COS Office if you have any questions on LL engagements or training courses.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

Acting COS
DCOS RM MGB GKB



Guy Robinson CB OBE
Vice Admiral, GBR N
Chief of Staff

ENCLOSURES:

1. JATT LL Engagement Request Form
2. NATO LL Courses Available in 2024

DISTRIBUTION:

External –

Action:

- List XV
- List XVI (NATO HQ)
- List XVII
- List XVIII
- List VII (NATO Agencies)
- List VIII
- List X (NCS – Operational Structure)
- List XI (NETFs)
- RSM
- NMI
- KFOR

Information:

SHAPE J7

Internal –

Action:

- List I (EAs, MAs and BHs)
- List II (ACT Commands)
- STRE – SACT REPRESENTATIVE IN EUROPE

NATO UNCLASSIFIED
Releasable to Sweden and PFP

HQ SACT STAFF ELEMENT IN EUROPE (HQ SACT
SEE)

Information:

List III

NATO UNCLASSIFIED
Releasable to Sweden and PFP

ENCLOSURE 1 TO
ACT/JFD/LLB/TT-7446/SER:NU:1797
DATED: 11 AUG 23

ID: Date:

**JALLC ADVISORY AND TRAINING TEAM (JATT)
LESSONS LEARNED ENGAGEMENT REQUEST
FORM**

Originating HQ:

(Highlighted parts will be filled in by JALLC)

Requesting organization	
POC in the organization <i>(rank, name, position, email, phone number)</i>	
Engagement requirements <i>(e.g. training for LL staff, advice on certain LL issues, NATO LL Capability assessment, Key Leader briefing, etc.)</i>	
Proposed dates for the engagement <i>(please provide preferred and alternate dates)</i>	
Training audience profile <i>(number of students, ranks, expertise in LL, LL role, etc.)</i>	
Training facilities <i>(room layout, equipment available for instructors/students, classification limit, access to NATO networks, etc.)</i>	
Key Leaders <i>(if a Key Leader briefing is required, please provide Key Leader details – rank(s), name(s), position(s))</i>	
JATT Assessment	
JALLC Decision	<ul style="list-style-type: none"> • Accepted • Rejected

NATO LESSONS LEARNED TRAINING COURSES AVAILABLE IN 2024

Overview

1. The Joint Analysis and Lessons Learned Centre (JALLC) provides a series of training courses both for internal and external participants. Courses range in focus and include basic training in NATO Lessons Learned (LL) for NATO Lessons Learned Staff Officers (LLSO) and Points of Contact (POC), to training on managing the NATO Lessons Learned Portal (NLLP). A list of the training opportunities available in 2024 are listed below. More information on these courses, including how to apply, can be found on the JALLC website (<https://www.jallc.nato.int/activities/training>), or by contacting the JALLC Advisory and Training Team (JATT) at natollsoc@jallc.nato.int.

Courses

2. **NATO LL Online Course.** This online course aims to provide LL staff in any NATO or national entity with the basic LL knowledge necessary to fulfil their LL duties. It is a prerequisite to attend the NATO LL Staff Officers Course (LLSOC). The course is available on the Joint Advanced Distribution Learning (JADL) platform (<https://jadr.act.nato.int>) at Courses - NATO Courses - Allied Command Transformation - JALLC, ID: ADL 138. This course can be conducted at any time.

3. **NATO Lessons Learned Staff Officer Course.** The JALLC delivers the LLSOC, a week-long training course held at the Swedish Armed Forces Training Centre (SWEDINT) near Stockholm. The course aims to prepare LLSOs to manage and execute the NATO LL Process and support the implementation of the NATO LL Capability within their HQ. The course is available to LL staff in NATO and national (NATO and Partner nations) entities, and is limited to 40 students.

a. **LLSOC dates in 2024:**

- (1) 18-22 March (LLSOC 01-2024).
- (2) 27-31 May (LLSOC 02-2024).
- (3) 23-27 September (LLSOC 03-2024).

4. **NATO Lessons Learned Management Course.** The JALLC also delivers the week-long NATO LL Management Course (LLMC) at NATO School Oberammergau (NSO) in Germany. This course aims to prepare LL staff for their duties in the planning, administration, and execution of LL functions and services within NATO. NATO SECRET clearance is required to participate. The course is limited to 30 students, so early booking is recommended.

a. **LLMC dates in 2024:** 21-25 October.

NATO UNCLASSIFIED
Releasable to Sweden and PFP

Note: All administration issues are handled by NSO. NSO enrolment instructions can be found on the NSO website (<http://www.natoschool.nato.int>). All Joining Reports should be sent to STAR@natoschool.nato.int.

5. **Local NATO Lessons Learned Portal Manager Course.** This three-day course, held at the NATO Communications and Information Academy in Oeiras, Portugal, is tailored for Local NLLP Managers and aims to provide in-depth knowledge on using the NLLP to conduct the NATO LL Process. The course involves hands-on training using the unclassified version of the NLLP. The course dates for 2024 are yet to be confirmed.

