



NORTH ATLANTIC TREATY ORGANISATION  
ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD  
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION  
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5000/FPK 0070/Ser:NU 0220

TO: See Distribution

SUBJECT: Calling Letter - NATO COE Lessons Learned Workshop 04-06 SEP 2012

DATE: 02 May 2012

1. It is with great pleasure and enthusiasm that I send the invitation for a Centres of Excellence (COE) Lessons Learned (LL) Workshop to be held in Ingolstadt (Germany) on 4-6 Sept 2012.

2. Although we have a solid NATO Lessons Learned Policy and Bi-SC LL Directive in place and appropriate tools to support it, it remains a challenge to capture, analyse and share relevant lessons. NATO COEs are the hubs for lessons learned in their respective area of expertise. Nevertheless, COE LL practitioners find that Functional Area Lessons Learned are not specifically supported and find it difficult to gather relevant Functional Area LL. Some COEs have adapted the NATO Lessons Learned Policy and Bi-SC LL Directive to their respective mandates.

3. In order to optimize the efforts of the COEs as well as of all our LL partners, I cordially invite your organization to take part in the NATO COE LL Workshop in Ingolstadt (Germany) on 4-6 Sept 2012. Hosted by the Military Engineering (MILENG) COE, this workshop will focus on determining and discussing Functional Area LL problems and suggesting solutions. The primary audience consists of ACO, ACT and COE LL practitioners (policy and IKM). It is important that the collective solutions to Functional Area LL challenges benefit from the contributions of both COEs and Bi-SC structure. As it is often mentioned, LL is a question of leadership and mindset.

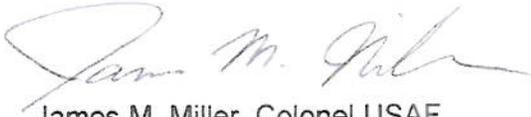
4. OPR for this workshop is Maj Andre Desrochers in MILENG COE; phone +49 (0)841886605411, NU email [cisco@milengcoe.org](mailto:cisco@milengcoe.org). HQ SACT point of contact is LTC Manuel Santos; phone +17577473499, NCN: 555-3499, NU e-mail: [manuel.santos@act.nato.int](mailto:manuel.santos@act.nato.int).

5. Enclosed you will find the draft agenda, administrative details and personal administration form (PAF). Participants are requested to submit the PAF to the OPR not later than 08 JUL 2012.

6. Detailed agenda and other information will be posted on the MILENG webpage at [www.milengcoe.org](http://www.milengcoe.org) and ACT transnet at <https://transnet.act.nato.int/WISE/COE>. Updates will also be posted on both sites.

7. We look forward to your participation in this valuable event.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION



James M. Miller, Colonel, USAF  
Branch Head, Lessons Learned Implementation  
ACOS Programme & Planning Management

ENCLOSURES:

1. Draft agenda.
2. Administrative instructions.
3. Personal administration form (PAF)

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**NATO COE Lessons Learned Workshop  
Draft Agenda**

**Aim:** To determine and discuss NATO COE Functional Area LL problems and to suggest solutions. Key questions to address:

- a. What is the mandate of COEs regarding the NATO LL process? How can a COE become a hub for lessons learned in its respective area of expertise?
- b. What are the main obstacles for COEs to provide valuable support to the LL process? How best to address the stakeholders, how best to capture and share information? How best to obtain lessons from operations?
- c. What processes are in place at the COEs? In the NATO Command Structure? Does it meet the policy criteria? Can it be improved?
- d. Are the NATO LL tools useful for the COEs? Are the COEs providing input to the NATO LL Portal and Database? Can this and/or these tools be improved?
- e. How can a COE improve its LL capability? How can ACT and ACO support the COEs in implementing their LL capability?
- f. What are the areas where COEs should harmonize their efforts? E.g.: IKM Tools, Procedures ...

**Workshop Outline:** 3 day workshop

- a. **Day D – 1, 03 SEP 2012.**
  - 14.00 to 17.00h. In-processing/Admin
  - 14.00 to 17.00h. Coordination for guest briefings
- b. **Day 1, 04 SEP 2012:**
  - 08.00 h. Transport to MILENG COE.
  - In-processing
  - NATO LL capability overview: structure, process, tools, leadership, mindset. Applicability to COEs (ACT)
  - Sharing information and the LL sharing tools: the NATO LL Portal and Database (JALLC)
  - Extracting lessons from operations (ACO)
  - MILENG COE LL Concept Case Study. How a COE can become a hub for LL.
  - MILENG COE IKM Tools (Sharepoint)
  - Discussion and plenary
  - Directions for syndicate work
  - 17.30 h. Ice-breaker

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- c. **Day 2, 05 SEP 2012:**
  - 08.00 h. Transport to MILENG COE.
  - Syndicates work
  - Syndicates initial assessments
  - 19.00 h. Non-hosted dinner (Smart casual)
  
- d. **Day 3, 06 SEP 2012:**
  - 08.00 h. Transport to MILENG COE.
  - Syndicate proposals and plenary discussion
  - Final back brief and way ahead
  - 12.00 h. End of the workshop

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**NATO COE Lessons Learned Workshop  
Administrative instructions**

1. General. The event will be held in Ingolstadt, Germany over the period 03-06 Sept 2012. Accommodation will be in a local hotel "Enso" or in the barracks "Pionierkaserne auf der Schanz".
2. Location. Ingolstadt is located 74 kms north of Munich in the middle of the Free State of Bavaria, Germany. For more information visit: [www.ingolstadt.de](http://www.ingolstadt.de)
  - a. Arrival by Air. The city is served by one airport only: Munich – Franz Josef Strauss (MUC).
    - (1) All major hire car companies are represented at MUC Airport.
    - (2) Ingolstadt can also be reached by the Airport Express bus at bus stop Kurt Huber Strasse; a return ticket cost c €27.00. The Pionierkaserne auf der Schanz can be reached by Taxi from the Central Bus Station (ZOB).
  - b. Public transport. Ingolstadt can also be reached by DB ICE train. Hotel and the Barracks can then be reached by taxi.
3. Accommodation. Accommodation has been reserved for participants at the Enso Ingolstadt (<http://www.enso-hotel.de/>). Participants are asked to book their rooms direct with the hotel until 20 August. Limited military accommodation will be available on request.
4. Transport during Seminar. Transport will be provided daily between the Enso hotel and the Pionierkaserne and ZOB or main train station on request. Specific requirements should be identified during in-processing and can be addressed personally to the admin support desk. Personnel staying at other hotels than the Enso will require their own daily transport arrangements.
5. In-Processing. The conference's Admin Support personnel will set up in-processing before the start of the Workshop. An office will be set up in the foyer of building 8 (MILENG COE) on Monday, 03 Sept 14h00 to 17h00. An Admin desk will remain on location for the duration of the workshop and in-processing will be extended to 4 Sept.
6. Meals. Breakfast, Lunch and Dinner can be taken in the Mess hall or in the "Casino auf der Schanz" (Officers club) on a "Pay as you go" bases.

7. Social Programme. An "Ice-breaker" has been arranged for the evening of 04 Sept 2012 from 1730 hours. On Wednesday evening there will be a non-hosted dinner at the Kastanien Garten, for which transportation will be provided. There will be no organized spouse program; however spouses are welcome and there are numerous activities available in the area.
8. Dress. The dress throughout the meeting will be in environmental battle dress uniform (BDU). Please wear smart casual during the Non- Hosted Dinner. Also, on the final day of the conference, it is expected that participants will wear proper civilian attire to facilitate travel arrangements.
9. Information Folder. A workshop folder, name badge, agenda and other items of general information will be awaiting participants **during in processing**.
10. Costs. Individuals will need money for the following anticipated bills.
  - a. Accommodation. Hotel bookings must be done individually by participants and the rate includes breakfast. In the Pionierkaserne auf der Schanz the room rate is € 12.40 for single occupancy but does not include Breakfast which can be taken in the Officers Mess (Casino) or in the Mess hall. **Note that these rooms are good standard military style with free internet access but no towels or other "hotel-type" services.**
  - b. Conference Fees. Each participant will be charged approximately € 60.00 each to cover common costs. The Seminar Fee will be collected, IN CASH, during in processing. **Please ensure that you have sufficient cash, in Euros, to meet this expense.**
11. NATO Travel Order. It is recommended that NATO members obtain a NATO travel order.
12. Electricity. Voltage in Germany is 220/240 volts. If bringing a Laptop delegates are reminded to bring suitable "worldwide" adapters with them.
13. Welcome Package. Each participant will receive a docket containing detailed schedule, garrison information (medical, fitness, security, dining hall times and fees, etc...) and touristic information pamphlets.
14. IT. The committee room will be equipped with computer and projection facilities. Additional power points will be provided for laptops. Data transfer is best achieved by memory stick or CD. All presentations provided during the conference will be available on the MILENG COE Sharepoint portal under "events", in the NATO COE LL Workshop workspace. Please access the MILENG COE website and request a username and password for access to the Sharepoint portal at [www.milengcoe.org](http://www.milengcoe.org).

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15. Out-processing. On the final day of the workshop, participants are welcome to bring their personal luggage to the venue, where a storage area will be provided. All should visit the administrative desk to ensure no outstanding issues remain (payment of rooms, conf fee, receipts, keys, etc...).

16. POC. For any questions please contact the Action Officer, Maj Andre Desrochers, tel: +49 (0)841-88660 ext 5411, email: [cicso@milengcoe.org](mailto:cicso@milengcoe.org)

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**NATO COE Lessons Learned Workshop  
 Personal Administration Form (PAF)**

**Hosted by the MILENG COE – Ingolstadt 03-06 SEP 2012**

<b>1. JOINING INFORMATION</b>			
Last name:		First name:	
Nationality:		Rank:	
ID card NO:		Service:	
Security Clearance:			
Transport required:	Yes/No	Details:	
<b>2. BACKGROUND</b>			
Parent Organization:		Telephone Nr:	
Division/Branch:		Post/Billet:	
UNCLASS email:			
<b>3. TRAVEL INFORMATION</b>			
Arrival date:	Departure date:	Remarks:	
Arrival time:	Departure Time:		
<b>4. SOCIAL EVENTS</b>			
I will participate to the non-hosted dinner YES <input type="checkbox"/> NO <input type="checkbox"/>			
<b>5. ACCOMODATION</b>			
I will stay in the barracks	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
I will stay at the Enso hotel	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
<b>6. Any additional information:</b>			