	Mission	Collection				
Code	Q1	Q2a	Q2b	Q2c	Q3	Q4
	What is the mission and/or obligations that your office has concerning operational lessons from multilateral operations?	*Within the Army, which are the specific office/s responsible for collecting operational lessons from multilateral operations?*	*How do you coordinate the collection of lessons with other offices?*	*How often do you coordinate the collection of lessons with other offices?*	*Can you briefly describe the process of the collection of lessons from multinational operations?*	*By which mode are these lessons collected?*
0	None	None	None	Never	(Freeform)	Direct reporting to supervisor
1	Collection	Just this office	Direct contact	Annually		Regularly scheduled group m
2	Analysis	2-3 offices	Scheduled meetings/forum	Bi-annually		Ad hoc contributions to online
3	Dissemination	4-5 offices	Liaison officers or represent	Quarterly		After-action reports that indivi
4	Implementation	6+ offices	After-action reports	Monthly		Deployed LL officers collectin
5	Evaluation	Everyone	Online database	Bi-weekly		In-person interview w/ LL offic
6	Other	I don't know	Other	Weekly		Phone interview w/ LL officer
7	I don't know		I don't know	Daily		Inspector General
8				Constantly		Other
9				Other		I don't know
10				I don't know		
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22	No answer	No answer	No answer	No answer	No answer	No answer
23	N/A	N/A	N/A	N/A	N/A	N/A

	Analysis and Vetting				Collection
Code	**Q3j**	**Q3j2**	**Q5a**	**Q5b**	**Q6a**
	How and when do these types of lessons reach the joint level?	*Before they arrive at your office, are they vetted? If yes, by whom?*	*Who reviews and vets the lessons?*	*How does that person/s decide whether to accept, reject, or elevate the issue?*	*Have you yourself ever collected lessons via the online learning system?*
0	Ad hoc basis, Army choos	No	No one	Leadership's priorities	No
1	Ad hoc basis, Army and J	Yes - by service branch LL	Individual officers i	LL office's priorities	Yes
2	Ad hoc basis, Joint elevat	Yes - by doctrinal officials	Director of LL office	Scope of issue's impact	I don't remember
3	Ad hoc basis, Joint tasks	Yes - other official/s	Proponent office	Type of issue	
4	Regularly, Army choose w	I don't know	Doctrinal official/s	Severity of issue (e.g. high casualty count)	
5	Regularly, Army and Joint collectively consider and s		Other	Media attention on issue	
6	Regularly, Joint elevates lessons from online reposit		I don't know	Urgency of issue (e.g. imminent threat)	
7	Regularly, Joint tasks Army w/ sending specific types of lessons			Other	
8	Other			I don't know	
9	I don't know				
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22	No answer	No answer	No answer	No answer	No answer
23	N/A	N/A	N/A	N/A	N/A

	Implementation					
Code	**Q6b**	**Q6c**	**Q7a**	**Q7b**	**Q7c**	**Q8**
	If yes, do you know if they were ever implemented?	*Why or why not?*	*How would you describe the implementation of a lesson?*	*Which are the most frequent forms of lesson implementation?*	*Which are the most rare forms?*	*In your opinion, why are some lessons implemented but others not?*
0	No	Time (e.g. would t	(Freeform)	Doctrine	Doctrine	Time (e.g. would take too lor
1	Yes	Money (e.g. too financially costly)		Training	Training	Money (e.g. too financially c
2	I don't remember	Leadership priorities		Officer Education	Officer Education	Leadership priorities
3		Scope of issue's impact		Acquisition/development	Acquisition/developm	Scope of issue's impact
4		Proponency priorities		Personnel Change	Personnel Change	Proponency priorities
5		Civilian casualties		Change to Org Structure	Change to Org Struc	Civilian casualties
6		Military casualties		Administrative Change	Administrative Chang	Military casualties
7		Threat to mission success		Logistics	Logistics	Threat to mission success
8		Bureaucratic politics within national milit		Equipment	Equipment	Bureaucratic politics within n
9		Civilian politics		Financial	Financial	Civilian politics
10		**Influential advocate**		Special Ops	Special Ops	Influential advocate
11		Existing model		Other	Other	Existing model
12		Dissemination problems		I don't know	I don't know	Dissemination problems
13		Media attention on issue				Media attention on issue
14		Impact on coalition politics (i.e. multilateral coalition or Alliance)				Impact on coalition politics (i
15		Army reputation				Army reputation
16		Military reputation				Military reputation
17		Other				Individual reputation
18		I don't know				Other
19						I don't know
20						
21						
22	No answer	N/A	No answer	No answer		No answer
23	N/A		N/A	N/A		N/A

	Implementation						
Code	**Q9**	**Q10a**	**Q10b**	**Q11a**	**Q11b**	**Q12**	**Q13**
	Who determines which lessons are implemented and which are not? Who influences the decision to implement or not?	*Which types of lessons are implemented?*	*Which types are not?*	*Can you provide an example of a lesson that was implemented?*	*Can you provide an example of a lesson that was not implemented? Please anonymize individuals in the description.*	*On average, what percent of lessons become implemented?*	*What are the biggest challenges to implementing a lesson?*
0	Squad leaders	Fast-to-impleme	Administrative	No	No	(Percentage)	Time (e.g. would take too
1	Platoon Sergeants	Cheap lessons	Acquisition or D	Yes	Yes		Money (e.g. too financial
2	Commander of LL Paren	Leadership prior	Equipment				Ego (worried about harm
3	Head of office responsib	Civilian casualtie	Personnel				Organizational culture do
4	Heads of training divisior	Military casualtie	Change to Organization				Leadership priorities do r
5	Heads of leadership dev	Critical to missio	Not a leadership priority				Strategic culture does no
6	Heads of war colleges	Bureaucratic pol	Other				Bureaucratic politics with
7	Congress	Civilian politics	I'm not permitted to say				Civilian politics
8	Joint Services Headquar	Influential advocate					Dissemination problems
9	DOD/MOD Leadership	Existing model					Coordination with allies/i
10	Army Commander	Dissemination problems					Other
11	The next person up the c	Media attention on issue					I don't know
12	Inspector General	Impact on coalition politics (i.e. multilateral coalition or Alliance)					
13	Other	Army reputation					
14	I don't know	Military reputation					
15		Individual reputation					
16		Doctrine					
17		Training					
18		Prominent current issue within the military (e.g. Covid)					
19		Media attention on issue					
20		Other					
21		I don't know					
22	No answer	No answer	No answer	No answer	No answer	No answer	No answer
23	N/A	N/A	N/A	N/A	N/A	N/A	N/A

	Afghanistan				
Code	**Q14a**	**Q14b**	**Q15**	**Q16a**	**Q16b**
	In NATO's operations Afghanistan, what role did your learning office play in collecting lessons?	*In implementing lessons?*	*Can you give me some examples?*	*What were some of the biggest challenges in collecting lessons?*	*In implementing lessons?*
0	None	None	No	None	None
1	Direct reporting	Doctrine	Yes	Sharing information be	Dissemination
2	Regular meetings/forum	Training		Access	Prioritization (of lea
3	Online database	Officer Education		Time	Prioritization (of oth
4	After-action reports	Acquisition/development		Manpower	Rapid turnover
5	Deployed LL officers	Personnel Change		Ego/willingness to sha	Manpower
6	In-Person Interviews	Organizational Change		Other	Money
7	Phone/Remote Interviews	Administrative Change		I don't know.	Interagency coordi
8	Other	Other			Interagency coordi
9	I don't know.	I don't know.			Coordination with c
10					Other
11					I don't know.
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22	No answer	No answer	No answer	No answer	No answer
23	N/A	N/A	N/A	N/A	N/A

	Compared to other allies		Reputation and Influence	
Code	**Q17a**	**Q17b**	**Q18a**	**Q18b**
	Relative to learning processes in other NATO allies, how does your learning process compare? What are the advantages?	*Disadvantages?*	*In your opinion, what reputation does your learning office have within the Army?*	*How much influence does this office have over national army/military (for joint offices) doctrine?*
0	None	None	None	None
1	Number of staff	Number of staff	Poor	A little
2	Amount of money	Amount of money	Average	Moderate amount
3	Years of experience in LL	Years of experienc	Good	A lot
4	Coordination at joint level	Coordination at joi	Excellent	Other
5	Transparency	Transparency	Other	I don't know.
6	Leadership prioritization of L	Leadership prioriti	I don't know.	
7	KM system	KM system		
8	Analysis techniques/tools	Analysis techniques/tools		
9	Dissemination tools	Dissemination tools		
10	Terminology	Terminology		
11	Coordination tools with imple	Coordination tools with implementing offices		
12	Other	Other		
13	I don't know.	I don't know.		
14				
15				
16				
17				
18				
19				
20				
21				
22	No answer	No answer	No answer	No answer
23	N/A	N/A	N/A	N/A