DEPLOYMENT REVIEW

Template Instructions
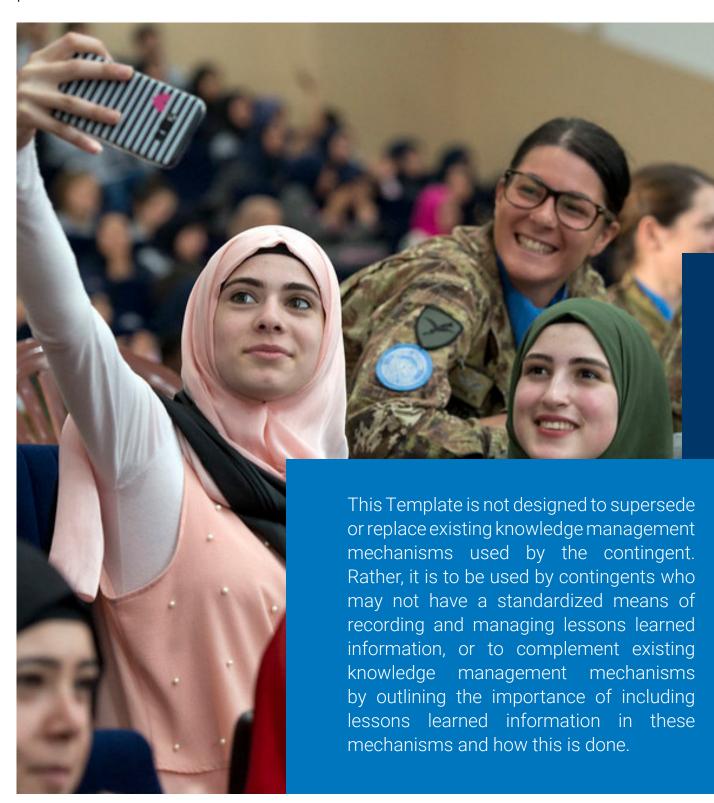
Definition

A Lessons Learned Log is a method of recording lessons learned information (good practices, lessons identified, innovations and challenges) throughout the deployment process for later review.

This Template is not designed to supersede or replace existing knowledge management mechanisms used by the contingent. Rather, it is to be used by contingents who may not have a standardized means of recording and managing lessons learned information, or to complement existing knowledge management mechanisms by outlining the importance of including lessons learned information in these mechanisms and how this is done.

Purpose

The purpose of this Lessons Learned Log Template is to assist deployed contingent personnel in recording relevant lessons learned information in a centralized location. The Lessons Learned Log allows for patterns and trends to be identified (such as issues that improve or deteriorate over time) and ensures the appropriate information is securely stored. The information contained in the Log subsequently serves as the basis for the drafting of a final Deployment Report so that it can be shared with others in order to improve institutional approaches.

Who

This Template is to be used by all deployed contingent command personnel (and subordinate commanders) responsible for contingent knowledge management, or assigned lessons learned focal points within the contingent.

When

Maintaining the Lessons Learned Log is a routine process, meaning that this template may be used on an ongoing basis throughout the deployment as information is collected and updated.

How

The Lessons Learned Log Template is to be used to maintain all contingent lessons learned information. Typically, this consists of all good practices, lessons identified, and remedial actions developed using the Observation Collection Template (part of this Toolkit). This information should be added to the Lessons Learned Log and regularly updated to reflect changes to the situation, as well as implementation efforts. Alternatively, lessons learned information may be added by any contingent personnel by sharing it with those responsible for the maintenance of the Log.

The Lessons Learned Log Template can be completed either digitally (on computers, or laptops, tablets or smartphones) or physically (written by hand), depending on standard practices within the contingent and the situation on the ground. However, when the Template is being completed physically, it is highly recommended that the information is also recorded digitally at the earliest opportunity. Alternatively, the headings included in the Template can be incorporated into existing knowledge management tools within the contingent, such as incident logs.

It is recommended that the mobile application and Toolkit documents be downloaded and saved prior to deployment to allow for offline access if Internet connection is limited or not available in the field location.

Distribution, Recording and Archiving

For greater visibility into contingent-wide trends, it is recommended that a centralized log be created within the contingent HQ. Alternatively, lessons learned focal points at lower levels within the contingent may be responsible for maintaining a log on behalf of their respective contingent sub-unit in line with the available staffing, infrastructure, and resources while on deployment.

At the end of the deployment, the completed lessons learned log will serve as the basis for drafting the contingent commander's final Deployment Report and will be attached as an annex. Furthermore, at the end of the lessons learned process, this information should be archived by the relevant national stakeholders so that it can serve as a reference to guide responses to similar issues in the future. Care should also be taken to ensure that the appropriate security classification is used when distributing the Lessons Learned Log based on the information contained within it.

Format

The Excel Lessons Learned Log Template provided as part of this Toolkit is made up of a single spreadsheet to which lessons learned information can be added. The information to be added to the Log can be divided into four separate sections, further detailed below. The Template also contains an example entry in order to demonstrate what a completed entry will look like. There is another worksheet within the file entitled 'ignore' – this sheet should be ignored, as it only contains the settings for the dropdown menus used to select various items of metadata (such as Deployment Phase, Mission Impact, etc.)

Excel Basics

An Excel worksheet, which is made up of individual cells, is divided into rows and columns. The columns run from the top of the sheet to the bottom of the sheet, and are separated by letters (A, B, C, etc.). The rows run from left to right, and are represented by numbers (1, 2, 3, etc.). In order to store lessons learned information, each row in the worksheet is to be used for a single lesson (regardless of whether it is a good practice/lesson identified/innovation/challenge). Various information about the lesson in question is then inserted into the cells of each column.

Click here to watch a short video introduction to Microsoft Excel.

Information to be Recorded

The information to be recorded about each lesson is divided into four categories. Each is represented at the top of the worksheet (rows 1-2 of the Excel worksheet) in different colours:

Administrative details, in **Blue**

TODCR template information, in **Yellow**

Metadata, in **Grey**

Follow-up details, in **Green**

Please note that recorded information should be clear, concise, and spelled out in full to allow other users to benefit from the recorded information. Use of abbreviations and acronyms should be limited to those used and understood by all national institutions. Overuse of non-standard acronyms and abbreviations (where their meaning is not explicitly stated) will result in a document that is hard to understand and will hinder efforts to improve standardized approaches.

The information to be recorded for each of these categories is outlined under the category headings (line 3 of the Excel worksheet), and further detailed below:

Administrative Details

Information to be included under the Administrative Details Heading:

Entry Number	The number of the lesson (1, 2, 3, etc.).
Name of Peacekeeping Operation	The name of the operation the contingent was deployed to when the incident occurred.
Reporting Unit	Which unit or sub-unit is reporting the incident?
Report Drafter	Who is submitting the report? (This should include an email address or a contact telephone number).
Date Event Occurred	What date did the event occur?
Date Report Filed	What date was the report filed?
Location	Where exactly did the event occur? (Region/Province/Exact Location).
Key Words	Any key words which may help with administration and later reference and review.

TODCR Template Information

Information to be included under the TODCR Template Information heading:

T - Title	A brief, clear and concise title which indicates what happened during the observed incident.	
O - Observation	A short statement that outlines a single issue and how what happened varied from what was expected.	
D - Discussion	**Context**	An overview of the key factors of the event to put the event into context (who/what/where/when/why).
	Expected Situation	What was supposed to happen?
	Observed Situation	What actually happened?
	Impact	What are the consequences of the differences between the expected and observed situations?
	Cause	Why did this happen?
C - Conclusion	A summary of the lesson to be learned from this experience (i.e. whether the approach should be repeated or avoided in the future, or what needs to change).	
R - Remedial Action	What potential remedial actions should be taken in order to replicate a success or avoid making the same mistake in the future?	

Metadata

Information to be included under the Metadata heading:

Point of Contact	The name of the person who should be contacted if further information about the observation is required. This should include a contact email address or phone number.
Time	The approximate time at which the incident was observed.
Deployment Phase	The phase of deployment during which the incident was observed.
Mission Impact	How much of an impact will not resolving the issue have on the contingent's ability to conduct its mandated tasks?
Area of Focus	Which area of focus does the incident fall under?
Line of Capability Development	Which capability needs to be developed to implement the proposed remedial action.
Classification Level	What security classification level should be used considering the information contained within this observation?

Follow-up Details

Information to be included under the Follow-up Details heading:

In-mission actions taken	A list of the actions taken during the deployment to attempt to address the issue.
Actions to be taken after deployment	Where full in-mission resolution has not been possible, a list of the actions to be taken after deployment to address the issue.
Action Body	The action body best suited to implement the necessary actions to address the issue.
Issue resolved?	Whether the issue has been resolved.
Date of Resolution	The date the issue was resolved.
Resolution Details	Further information about how the issue was resolved.

LESSONS LEARNED LOG

Template
Instructions

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Digital Toolkit