



**CENTRE OF EXCELLENCE DEFENCE AGAINST TERRORISM  
(COE-DAT)**



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SUBJECT: COE-DAT Quality Assurance Policy  
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REFERENCES: A. MC 0458/3 (Final), NATO Education, Training, Exercises and Evaluation (ETEE) Policy, 3 Sep 2014.  
B. Bi-SC Education and Training Directive 075-002, 6 Sep 2016.  
C. Bi-SC Education and Individual Training Directive 075-007, 10 Sep 2015.

## **1. Purpose**

The purpose of this document is to define the Quality Assurance Policy of Centre of Excellence Defence Against Terrorism (COE-DAT), the quality management system implemented in COE-DAT, and its scope, functions and responsibilities.

## **2. Applicability**

This policy is applicable to all COE-DAT E&T activities as well as other Centre activities, such as concept and doctrine development, projects and publications. This QA Policy applies to all COE-DAT staff.

## **3. Background**

COE-DAT is a NATO accredited multi-national sponsored entity located in Ankara, Turkey, whose membership is open to all NATO members. The Centre is composed of 62 multi-national billets with representatives from 8 nations focused on providing key decision-makers with realistic solutions to terrorism and Counterterrorism (CT) challenges. COE-DAT also serves as NATO's Department Head in Education and Training for CT, charged with the responsibility of ensuring synergy, coordination, and collaboration across this discipline.

In this endeavor, COE-DAT provides:

- a. Enhanced capabilities for Counter-Terrorism through information sharing, including sharing of Lessons Learned as well as providing access to other expertise in the field of Counter-Terrorism.
- b. Research, evaluation, development and testing through experimentation of NATO and Nations Counter-Terrorism concepts, doctrine and other relevant strategic documents.
- c. Advice on the development of appropriate Counter-Terrorism capabilities, using the analysis and lessons learned from NATO-led or Nations operations, and NATO policy and standards.
- d. Training of military and civilian personnel from NATO, Nations and partners, International organizations, NGOs, etc., including those in readiness for deployment to operations.

In order to support the global response of NATO and Nations to terrorism, COE-DAT:

- a. Applies NATO policy and operational understanding of Counter-Terrorism.
- b. Provides a hub for development and management of common and shared knowledge, expertise and capabilities for Counter-Terrorism.
- c. Serves as a focal point for analysis and lessons learned, and for sharing of Counter-Terrorism related information, knowledge and expertise.
- d. Provides expertise, education and training on Counter-Terrorism related topics.

### **3.1. Mission**

The mission of COE-DAT is to provide key decision-makers with realistic solutions to terrorism and CT challenges, in order to transform NATO and Nations of interest to meet future security challenges. COE-DAT is focused on NATO's three declared core tasks of collective defence, crisis management, and cooperative security by enhancing NATO's awareness, capabilities, and engagement efforts. COE-DAT accomplishes this mission through our Programme Of Work (POW) which focuses on terrorism and CT-centric events at the strategic and operational level. Our core activities

are education and training, doctrine and concept development, and contributions to the analysis and lessons learned process.

### **3.2. Vision**

An internationally recognized and respected resource for Defence Against Terrorism expertise for NATO, the hub of a wide network of international military, government, non-government, industry and academic communities of interest.

### **3.3. Goals**

The goals of COE-DAT are:

- a. To continuously improve its role as NATO's hub of expertise in terrorism related issues.
- b. To further develop its role as a focal point for a Community of Interest in the area of Counter-Terrorism.
- c. To foster continuous self-development of COE-DAT by conducting results oriented research, studies, experiments, analysis, education and training, as well as by applying lessons learned and best practices.
- d. To harmonize military and civilian capabilities for conducting exercises and experiments by defining and developing scenarios, programmes and tools in close cooperation with the Community of Interest.
- e. To provide subject matter expertise and advice on requests pertaining to Counter-Terrorism.
- f. To contribute to concept and doctrine development or related documents in the Counter-Terrorism area for NATO, nations and partners.
- g. To provide strategic and operational level Counter-Terrorism focused education and training to individuals from senior military and civilian leadership to staff level, as well as units and teams.
- h. To liaise with IOs, NGOs, Academia, Industry and others as appropriate to develop and coordinate effective, efficient and affordable training on counter-terrorism related issues as well as translate operational requirements into education and training topics as part of the assignment as NATO's Department Head for Counter-Terrorism.

i. To provide mobile training teams and subject matter experts to facilitate education and training of national and multinational military and civilian units.

j. To provide support to the planning and conducting of NATO, Nations, and partners' Counter-Terrorism exercises and experimentation, including the development and validation of scenarios.

k. In order to perform these functions, COE-DAT will plan, organize and conduct the following activities:

(1) Courses, seminars, conferences, workshops and exercises.

(2) Concept and doctrine development workshops and working groups meetings for NATO, Nations and partners.

(3) Participation in Counter-Terrorism related committees, boards and working groups.

(4) Lessons Learned evaluations and analysis.

(5) Academic research and projects.

(6) Produce Counter-Terrorism related publications.

(7) Other activities as requested and approved by the Steering Committee.

#### 4. The Principles

The following principles underpin the COE-DAT QA Program:

**a. Systems Approach:** The policy, core organizational processes, and Centre resources work as interconnected components towards common product goals. Each product process leverages expertise and feedback across all functional departments to ensure education and training solutions and Centre activities are aligned with requirements and delivered with optimal efficiency;

**b. Compliance:** All education and training activities and products developed in support of NATO will be based on current NATO doctrine, policies and directives;

**c. Accountability:** All stakeholders responsible for implementation of the COE-DAT QA Policy are clearly identified and are obligated to report, explain and be answerable for their programs.

**d. Transparency:** QA programs and processes are developed using a collaborative open approach. QA Policy will be available on the Intranet and Internet website, as appropriate. After receiving an institutional accreditation, annual QA reports will be available on the Intranet. Best practices and lessons learned will be freely shared with external stakeholders and communities of interest.

#### 4.1. Scope

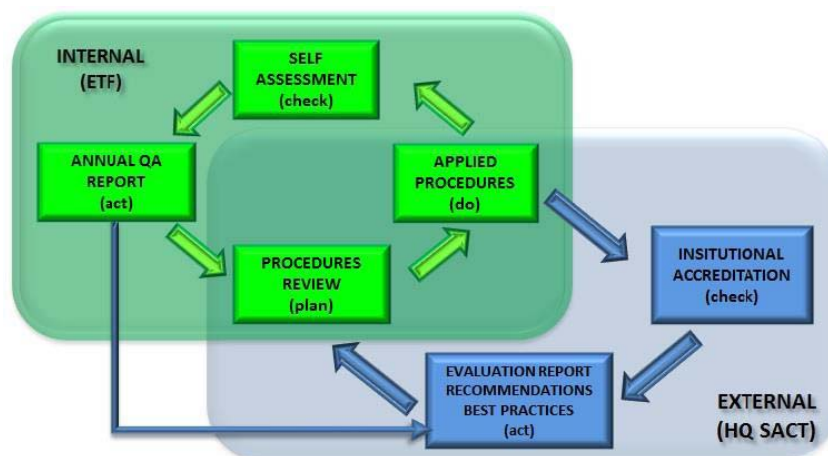
This QA Policy is primarily focused on internal quality assurance. COE-DAT QA Policy is a guide including the standards and criteria to implement the Quality Management System (QMS) in the most effective way to ensure that all COE-DAT activities and products are designed and conducted in a professional and satisfactory manner according to the stated requirements. External Quality Assurance is the purview of HQ SACT.

#### 4.2. Aim

The aim of this QA Policy is to provide guidance on the implementation of COE-DAT QMS and on the review of this policy.

#### 4.3. Methods

The Continuous Improvement Process (CIP) is the essential element of Quality Management of COE-DAT. Quality Management of COE-DAT is about making every reasonable effort to achieve continuous improvements in all areas of the center through permanent, repetitive innovation and learning. COE-DAT will gather the relevant information, analyze it, make decisions according to the results and finally make changes, if necessary, to improve the processes and procedures in the center.



*Continuous Improvement Process (CIP)*

Principles in Quality Management reflect the COE-DAT processes, manning and available resources, reinforcing the continuous improvement within the entire COE-DAT staff. Core processes are identified and supported by related Standard Operating Procedures (SOPs). They are updated annually in the internal loop of the CIP.

For the external loop of the CIP, after getting the institutional accreditation COE-DAT will produce an annual QA Report and submit it to HQ SACT/JFT to get recommendations and best practices.

## **5. Quality Management System (QMS)**

### **5.1. Quality Management Team**

A Quality Management Team (QMT) has been established within COE-DAT to implement QMS and provide connection between departments and main functions. The QMT will consist of:

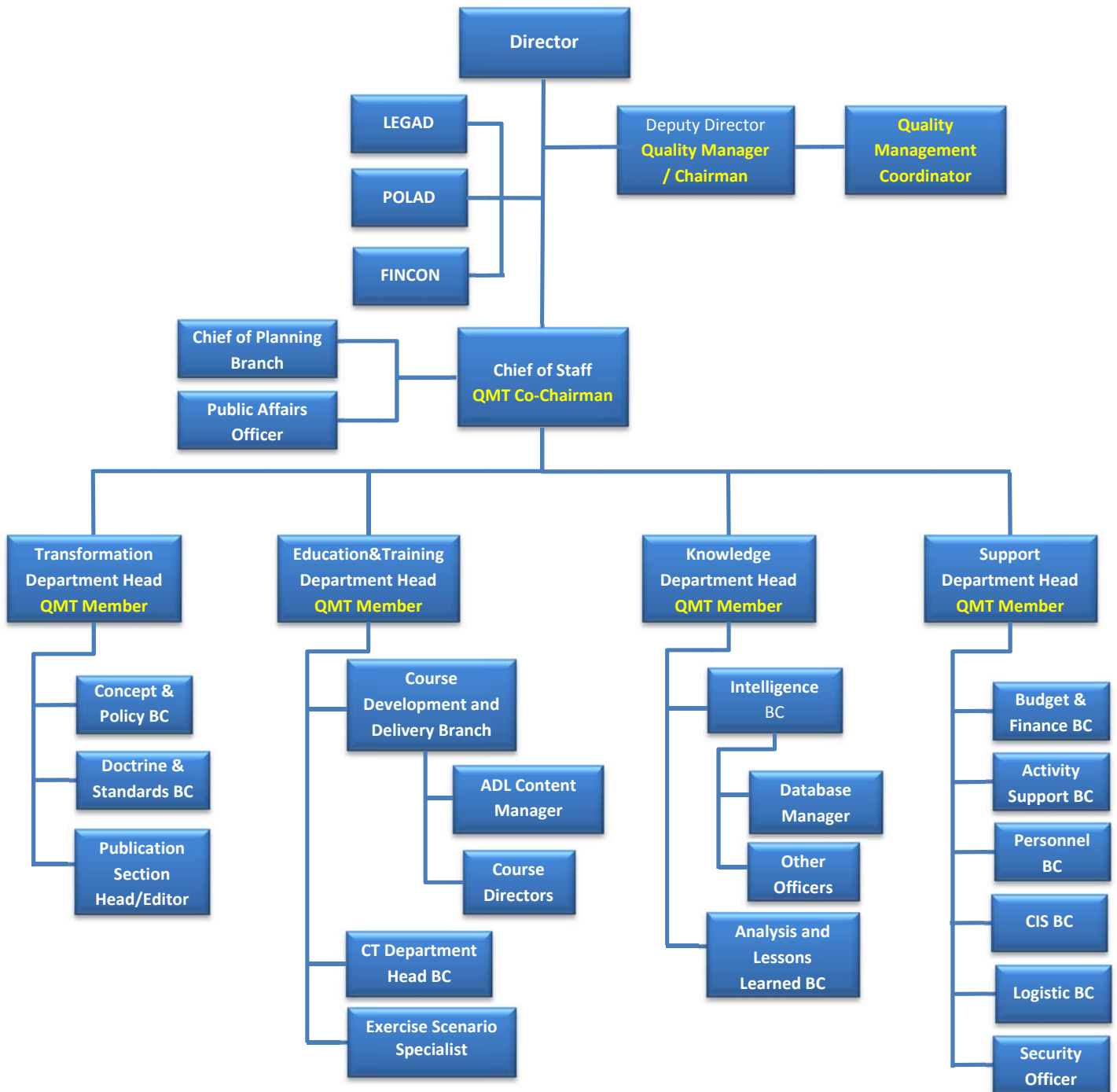
- a. Quality Manager - Chairman: Deputy Director of COE-DAT
- b. Co-chairman: Chief of Staff
- c. Quality Management Coordinator (QMC)
- d. Chief of Education & Training Department
- e. Chief of Transformation Department
- f. Chief of Knowledge Department
- g. Chief of Support Department

### **5.2. Responsibilities**

a. Quality Assurance is the responsibility of all COE-DAT personnel. QMS within COE-DAT is a team oriented effort and every person is responsible to apply procedures determined by QMT in the implementation of COE-DAT QA Policy, to monitor, identify and report QA related issues and to make recommendations to raise the quality efforts of COE-DAT.

b. The Director is ultimately responsible for ensure that Quality Assurance Policy and other quality assurance procedures are implemented by all staff in COE-DAT.

**Quality Management Team (QMT)**



c. Deputy Director is the Quality Manager (QM) and Chairman of the QMT. S/he is responsible for consistency of the QMS processes and QA related issues, chairing the QMT meetings and monitoring the completion of defined and planned QA milestones.

d. Chief of Staff (COS) is Co-chairman of the QMT and s/he leads the QMT in the absence of QM.

e. Quality Management Coordinator (QMC) conducts her/his QA related tasks under the supervision of the QM. S/he is responsible for ensuring consistency of QA related documentation and responsible for QMT meeting planning, organizing and agenda. QMC manages and monitors the implementation of the quality management system across the Centre. The QMC ensures the quality of Centre efforts and activities by evaluating processes, courses, events, and products, compiling and presenting reports, and identifies recommended measures to the Deputy Director in support of his/her role as Quality Manager (QM). Also QMC is empowered to issue QA-related tasks to QMT members and other COE-DAT staff members, through their Department Head and/or Supervisors.

f. As a QMT Member, each Department Head is responsible for QA process within her/his department. QMT members must lead and manage all aspects of the quality control process for their departments, as well as to plan necessary training of the staff members who report to them. QMT members are expected to ensure all specifications for a product or service are met, and monitor progress and compliance through regular inspections.

g. The QMT members develop appropriate processes and guidance for employees to ensure the achievement of QA standards,

h. QMT analyze all related data and records of a product & service for recommending changes for processes or quality system control to eliminate identified challenges or problems.

i. QMT is responsible for reviewing and applying procedures, self-assessment and producing an annual QA report. (PDCA Process)

j. QMT holds periodic meetings to evaluate the QA process. Meetings are scheduled on the COE-DAT calendar by Planning Branch upon proposal made by Quality Management Coordinator and approval of QM. Agenda is defined by QMC and QM together by coordinating with the other QMT members. Minutes of the meetings are prepared by QMC after every meeting and dispatched to COE-DAT staff within 2



days. All the tasks given by QMT will be uploaded to COE-DAT Task Tracker by QMC in coordination with Planning Branch Chief.

k. Any COE-DAT personnel observing an opportunity for quality improvement may propose ideas to the QMT. QMT is responsible to collect these proposals and requirements and take necessary actions.

l. QMT updates this COE-DAT Quality Assurance Policy as needed.

#### **5.2.1. Transformation Department Head**

a. The Head of Transformation Department (TD) is responsible for the preparation and conduct of all associated with the Quality Assurance Process (QAP) activities within the TD, as well as the following:

b. Maintaining an overview of NATO policy, concept and doctrine documents of relevance to the Defence against Terrorism (DAT)/ Counter-Terrorism (CT) developments and their reflection to/implementation in the COE-DAT (ET) activities.

c. Preparation, coordination and production of DAT/CT related publications, including an international peer-reviewed journal (DATR).

d. Supporting Course Directors through the provision of knowledge, expertise and (networking) contacts related to her/his field of expertise.

e. Supports SME work and development of SME subject areas of expertise.

f. Monitors the progress and level of expertise of each SME assigned to the TD in her/his respective field of expertise.

g. Timely planning, contribution and execution of commitments to the proposed activities in the NATO and Sponsoring Nations Requests for Support (NRFS) and/or COE-DAT annual PoW.

h. Maintains Transformation Department SOPs to ensure their concurrence with NATO policies, concepts and doctrine works, relevance to T/CT.

i. Maintains close working relations with other departments and branches to identify potential gaps/overlaps in the workflow related to courses, workshops, projects, Lesson Learned etc.

### **5.2.2. Education and Training Department Head**

- a. Designs, develops and manages a high-quality academic environment for the conduct of education and training activities at COE-DAT.
- b. Oversees the conduct of the NATO Department Head role and assures education activities are planned and executed under the framework of NATO Global Programming System.
- c. Liaises with related national/international DAT related E&T institutions.
- d. Finds and designates gaps in DAT education within the NATO environment and prepare the new education opportunities for the alliance and partners.
- e. Implements Quality Assurance related actions under the direction of the Quality Manager.
- f. Ensures policy and practice within area of responsibility complies with wider quality assurance policy.
- g. Assesses and reports on the effectiveness of Quality Assurance within area of responsibility, recommend and implement improvements. Provides reports on request from the Quality Management Coordinator on performance against Key Performance Indicators.
- h. Plans, coordinates, executes and evaluates courses, mobile educations and other DAT related education and training activities.
- i. Deputizes for the Senior DH Coordinator, including coordinating and directing the annual CT Discipline conference if required.

### **5.2.3. Knowledge Department Head**

- a. Assists and advises the COE DAT Director in directing and organizing the activities aiming to collect terrorism and counter-terrorism related information.
- b. Deals with all matters regarding categorizing, processing, safeguarding and distributing the collected terrorism and counter-terrorism related information.
- c. Leads the lessons learned development, organizes the analysis process for exploring new terrorism related trends and information.

d. Holds regular contact with CT organizations in order to have an update view over the general situation.

e. Implements Quality Assurance related actions under the direction of the Quality Manager.

f. Ensures policy and practice within area of responsibility complies with wider quality assurance policy.

g. Assesses and reports on the effectiveness of Quality Assurance within area of responsibility, recommend and implement improvements. Provide reports on request from the Quality Management Coordinator on performance against Key Performance Indicators.

#### **5.2.4. Support Department Head**

a. Through the Branches under her/his structure, supports other departments/branches/sections in order to accomplish all activities conducted by COE-DAT.

b. Contributes to development and revision of COE-DAT's SOPs.

c. Implements Quality Assurance related actions under the direction of the Quality Manager.

d. Ensures policy and practice within area of responsibility complies with wider quality assurance policy.

e. Assesses and reports on the effectiveness of Quality Assurance within area of responsibility, recommend and implement improvements. Provide reports on request from the Quality Management Coordinator on performance against Key Performance Indicators.

### **5.3. Other Key Staff in QMS**

#### **5.3.1. Course Directors:**

a. Design, develop, conduct and evaluate courses, Mobile Education Trainings (METs) and Advanced Distributed Learning (ADL) on Terrorism-related subjects in

accordance with relevant COE-DAT SOPs and the NATO Systems approach to Training.

b. Support the conduct of Education and Training Needs Analysis (TNA) within NATO.

c. Contribute to COE-DAT Curriculum Review and make proposals for new courses or other appropriate education and individual training activities based on potential gaps/shortfalls in the CT related education and individual training activities.

d. Coordinate closely with relevant authorities and other ETFs to improve course content and make sure it meets specified training requirements.

e. Develop and update educational goals, objectives, standards and learning objectives for all assigned courses in close coordination with external bodies and relevant personnel within COE-DAT, and ensure they are correctly recorded in Course Control Document format.

f. Understand the training audience for their respective courses and tailors instructional strategy accordingly.

g. Identify the required knowledge, skills and competencies to be achieved through the respective courses by the training audience.

h. Initiate the research and preparation for drafting the course content, co-operating and coordinating with relevant Departments/SMEs within COE-DAT in order to improve it.

i. Assure the implementation and conduct of the assigned course(s) in accordance with the intended objectives and outcomes.

j. Lead the evaluation of the course, to determine to what extent the objectives of the course were attained.

k. Develop an evaluation report for each course, focusing especially on lessons identified and recommendations on how to improve the next iteration of the course.

### **5.3.2. CT Department Head Branch**

a. Within the CT Discipline, translates NATO training requirements into education and training opportunities and related programs, modules and courses that

are delivered by COE-DAT or other ETFs with the objective of supporting NATO CT Transformation.

- b. Coordinates, synchronizes and deconflicts CT E&T opportunities across NATO.

- c. Serves as a point of contact regarding all DH-related activities.

- d. Leads CT Training Needs Analysis (TNA) across NATO and within COE-DAT.

- e. Contributes to identifying potential gaps/shortfalls in the CT related education and individual training activities across NATO and alerts the requirements authority through close and continuous liaison.

- f. Coordinates closely with relevant authorities, both externally and internally, in identifying the most appropriate courses to be developed and conducted during the annual Program of Work of COE-DAT and by other NATO ETFs.

- g. Conducts an annual Discipline Conference with participation from the community of interest (RA, Subject Matter Experts (SMEs), E&T institutions and affiliated organizations). Supervise the production of the CT Discipline Alignment Plan following this.

### **5.3.3. Exercise Scenario Specialist**

- a. Applies NATO E&T principles, documents, standards and procedures to COE-DAT exercises during the preparation, execution and evaluation phases.

- b. Contributes to identifying potential gaps/shortfalls in the CT related training activities within COE-DAT.

- c. Coordinates closely with Requirement Authorities (RA), NATO and Sponsoring/Framework Nations Stakeholders in identifying the most appropriate scenarios to be developed, and exercises to be designed and scripted including role-playing and exercise control functions during the annual Program of Work of COE-DAT.

- d. Designs education activities by selection instructional methods appropriate to those factors identified during TNA.

- e. Evaluates scenarios in activities and programs by the systematic collection of data, and its interpretation.

f. Follows the current trends in terrorism and counter terrorism. Update and develop new scenarios for the courses and other activities.

#### **5.3.4. Public Affairs Officer**

a. Collects, processes, disseminates, and records defence against terrorism-related publications, lessons learned and accumulated experience, ensuring solid empiric and theoretical bases enabling the development and the transformational process in the scientific, doctrinal and educational field of activity.

b. Manages the Centre's external relations with the media and other activities oriented to build and support the Centre's public image.

c. Supervises the works related to issuing, collecting, processing, disseminating, and recording publications.

#### **5.3.5. Database Manager**

a. Builds, maintains, and updates the COE-DAT data base.

b. Collects information for COE-DAT's workshops and courses.

c. Provides reports on request from the Quality Management Coordinator on performance against Key Performance Indicators, for example on student evaluation or course attendance.

d. Searches terrorism affiliated significant events (courses and seminars, etc.) through open source sources, to include reports, articles, and books.

e. Searches institutions as think tanks, international foundations and universities working on terrorism related issues for possible future cooperation with COE-DAT.

#### **5.3.6. Chief of Analysis & Lessons Learned Branch**

a. Conducts lessons learned analysis.

b. Collects, produces, and disseminates lessons learned best practices related to "Defence Against Terrorism".

c. Contributes to COE-DAT knowledge activities by providing lessons learned for concept, doctrine and policy development studies.

d. Contributes to COE-DAT education and training efforts by analyzing courses and other related activities.

#### **5.3.7. Activity Support Specialists**

a. Coordinate the participation of all students/attendees of COE-DAT E&T activities.

b. Coordinate cultural visits and official dinners during activities.

c. Coordinate activity lunches for all attendees.

d. Maintain an electronic record of all students/attendees.

e. Maintain an activity file with hard copies of all activity documents.

f. Prepare and send official invitations, confirmations, and administration documents for activities.

g. Make hotel reservations for students/attendees and lecturers/speakers.

h. Coordinate transportation for lecturers/speakers, to include air travel and transportation to/from the Airport, Hotel, and COE-DAT.

i. Coordinate airport logistics and other transportation or financial-related issues for attendees.

j. Prepare gifts for lecturers/speakers.

k. Prepare name badges, welcome packages, and activity certificates for all participants.

#### **5.3.8. Communications and Information Systems (CIS) Branch**

a. Manage the Automated Data Processing Unit (ADPU) and conduct the data processing within COE-DAT.

b. Manage COE-DAT networks.

- c. Design and manage COE-DAT websites on various available data networks.
- d. Create CIS security awareness via NATO INFOSEC Policy regulations.

#### **5.3.9. Budget and Finance (BUDFIN) Branch**

- a. Prepare COE-DAT annual budget in coordination with other departments according to the defined regulations.
- b. Prepare the budgets for COE-DAT E&T activities and for the trainings of COE-DAT staff in coordination with other departments according to the defined regulations.
- c. Prepare contracts and make agreements with related companies (e.g. hotel, travel agency, printing house, stationer etc.) to support and to provide accommodation, transportation, learning resources etc. to the lecturers and the students that participate in COE-DAT E&T activities.
- d. Collect the course and admin fees from the students and make payments to the lecturers during the COE-DAT E&T activities according to the defined regulations.
- e. Manage and coordinate all the documentation processes (e.g. memorandums, financial reports etc.) of all financial related issues at the center.

#### **5.3.10. Logistics Branch**

- a. Supply necessary materials (e.g. stationary) to COE-DAT staff and to the lecturers and the students who participate in COE-DAT E&T activities.
- b. Provide transportation to COE-DAT staff and to the lecturers and the students who participate in COE-DAT E&T activities for lunches and for business issues.
- c. Manage and coordinate maintenance processes of COE-DAT facilities.

#### **5.4. External QA Stakeholders**

Most of the processes conducted in COE-DAT require the involvement of various external stakeholders. Since the policy of COE-DAT is to assure quality in all areas, the involvement of the external stakeholders in Quality Management is important. Also the

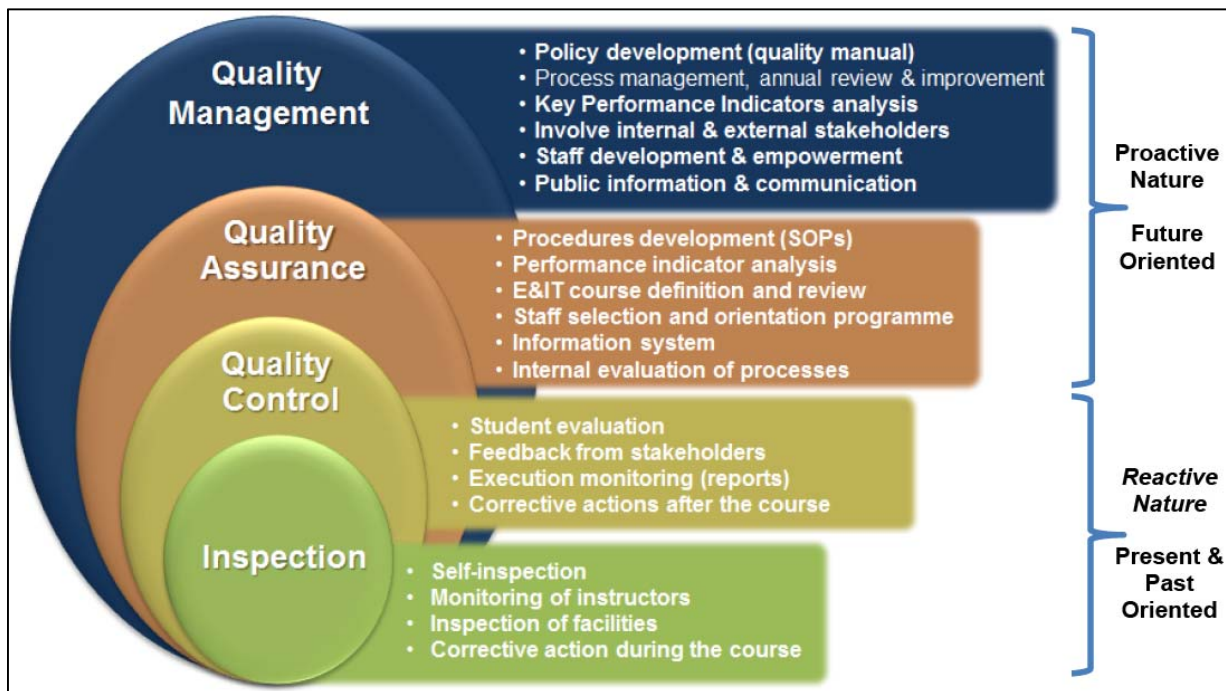


feedbacks of the external stakeholders have an important role to raise awareness of QA issues and to improve the quality approach of COE-DAT.

The main processes and the involvement of the main stakeholders of these processes are shown in Annex-B.

## 6. Implementation Strategy

The COE-DAT QMS incorporates continuous improvement mechanisms to address change and emerging challenges. The COE-DAT QMS has four dimensions, each with its own purpose, depth and scope derived from quality related practice. The four dimensions of the QMS which are used to implement QA Policy are as follows:



*Dimensions of Quality Management System*

**a. Inspection:** Inspection is implemented mainly for identifying and correcting errors before they may cause problems.

Each COE-DAT staff member is responsible to ensure that all processes are done according to the procedures identified in SOPs. While doing this, staff members are also responsible to identify any faults that may occur during the process, inform the related Department Head and take the necessary actions to make corrections and to get related SOP updated.

Before each COE-DAT E&T activity, a coordination meeting is held to confirm that all tasks are identified and properly assigned. The aim of this meeting is to coordinate the management, support and administrative functions necessary to conduct the activity.

During the COE-DAT E&T activities, Course/Activity Directors, Activity Assistants, and all other participating staff members are responsible to monitor and ensure quality execution of the activity.

During the COE-DAT E&T activities, lecturers/speakers will be assessed by Course Director, as well as by the students/participants. These assessments will be documented in Course Evaluation Brief and in the Activity Evaluation Report and used to inform planning for future E&T activities.

Before each COE-DAT E&T activity, Course Directors will inspect all required COE-DAT facilities, rooms, equipment, and materials, and notify the Support Department if maintenance/repairs are needed.

**b. Quality Control (QC):** QC is a systematic approach to identifying and rectifying problems at each step of the process.

Activity Evaluation is a continuous process and major issues identified can be followed by immediate corrective actions, irrespective of the stage in the course development cycle. During the activity conduct, information is gathered to support later evaluation and it is done by collecting feedbacks from the related stakeholders. The results are documented in the Course Evaluation Brief and in the Activity Evaluation Report. This brief and report will include recommended corrective actions for future courses, which may affect the course description, aims, instructional strategy, preparation process, speakers or administrative support. These processes are identified in detail in paragraph 7.1.1. (Activity Evaluation).

COE-DAT students are assessed during the courses to ensure that the learning objectives of the course are attained. The other aim of this assessment is to obtain feedback to improve the quality of COE-DAT courses. This process is explained in detail in paragraph 8.2. (Student Assessment)

**c. Quality Assurance (QA):** QA widens the responsibility for quality to include other functions beyond the main/direct activities (e.g., the impact of support functions). The focus is the overall quality of the output and is aimed at preventing errors, mistakes and defects.

All COE-DAT processes are documented in SOPs. These SOPs are reviewed annually and updated when needed. Personnel Branch is responsible to prepare and maintain a SOP Master Index in order to keep track on the status of each SOP assigned to each Branch/Department, and maintains the original signed copies of each SOP.

COE-DAT applies the Systems Approach to Training (SAT) concept to achieve education and training solutions in response to gaps identified by application of the Global Programming Development Methodology. The processes implemented in COE-DAT are explained in detail in paragraph 8.1. (Definition and Delivery of Instruction).

Each staff member in COE-DAT should meet the minimum criteria mentioned in the job descriptions, which describe the required professional experience, English language proficiency, computer skills and education and training requirements. There are procedures for the initial and continuation training of all staff at COE-DAT and to provide a mechanism to contribute to E&T activities evaluation and the maintenance of academic excellence. The procedures are explained in paragraph 8.3. (Staff and Faculty Development).

The Information and Knowledge Management (IKM) System is described in paragraph 8.5. (Information Systems and Knowledge Management).

All COE-DAT processes and procedures are reviewed continuously in internal loop. The internal evaluation of processes is described in paragraph 7.1. (Internal Evaluation).

**d. Quality Management (QM):** QM is a way of thinking and working with emphasis on:

- (1) Meeting the needs and expectations of customers.
- (2) Covering all parts of an organization.
- (3) Involving every person in the organization.
- (4) Examining all aspects related to quality.
- (5) Aiming at “right the first time” by designing-in quality rather than inspecting for it afterwards.
- (6) Developing systems and procedures which support quality and continuous improvement.

In this regard, COE-DAT established this QA Policy, which defines the quality management system implemented in COE-DAT and its scope, functions and responsibilities to cover all parts and to involve each staff member and all stakeholders in QM.

As it is stated in paragraph 5. Quality Management System (QMS) in this policy, a Quality Management Team (QMT) has been established within COE-DAT to implement QMS and provide connection between departments and main functions. QMT is responsible for reviewing and applying procedures, self-assessment and producing an annual QA report. Quality Assurance is the responsibility of all COE-DAT personnel. QMS within COE-DAT is a team oriented effort and every person is responsible to apply procedures determined by QMT in the implementation of COE-DAT QA Policy, to monitor, identify and report QA related issues and to make recommendations to raise the quality efforts of COE-DAT.

The quality management system of COE-DAT is subject to continuous review by the evaluation loops. These reviews and evaluations are documented in several ways. The procedures are mentioned in paragraph 7. (Quality Assurance Review Cycle).

Key Performance Indicators (KPIs) show the progress or lack of defined objectives and/or strategic plans by monitoring activities. In order to achieve COE-DAT's objectives and strategies for the development and delivery of high-quality products and services, COE-DAT KPIs and outcomes of their analysis are defined in ANNEX-A.

Since the policy of COE-DAT is to assure quality in all areas, the involvement of all internal and external stakeholders in Quality Management is important. The main processes and the involvement of the main stakeholders of these processes are shown in Annex-B.

Staff development program is described in paragraph 8.3. (Staff and Faculty Development).

COE-DAT publishes and regularly updates objective information about its E&T activities and related activities. The procedures are explained in paragraph 8.6. (Public Information).

Internal and external communication is an important part of COE-DAT QA Strategy to ensure the efficient and timely information flow between the stakeholders. Communication procedures of COE-DAT are mentioned in paragraph 8.5.3. (Communication).

## **6.1. Strengths and Areas for Improvement**

To assure the quality and its continuity, it is important to clarify strengths of the Centre to sustain and areas for improvement.

### **6.1.1. Strengths**

COE-DAT is a NATO accredited multi-national sponsored entity with 8 participating nations, all of whom provide a diversity and wealth of CT experience and knowledge from across cultures.

COE-DAT is designed to complement NATO's current resources and serve as NATO's Department Head in Education and Training for CT.

COE-DAT is designed to operate as a cross-functional system that facilitates departments closely working together to support NATO's CT focus of engagement, capability and awareness and to improve E&T activities in CT.

COE-DAT connects and leverages a broad international network of from military, government and academia CT professionals.

COE-DAT provides numerous E&T offerings for NATO in the realm of CT. In Education and Training Opportunities Catalogue (ETOC), COE-DAT has 10 courses which satisfy NATO requirements and are certified as selected.

### **6.1.2. Areas for Improvement**

COE-DAT is challenged to ensure continuity because of regular rotations of military staff members. This inescapable fact is compounded by a greater challenge that comprehensive CT experience and knowledge is difficult to find within NATO militaries. COE-DAT has been charged to study a complex political phenomenon – one which militaries can ultimately offer but a limited range of options to address. COE-DAT was built as a military organization to provide CT advice to NATO, a second military organization, regarding a subject matter that calls for solutions that predominantly lie outside of military capabilities (education, employment, social services, resource availability, etc.) As such, COE-DAT will always be challenged to generate CT wisdom organically through staff development programs, and by expanding out outreach to experts outside of traditional military circles.

## **7. Quality Assurance Review Cycle**

The quality management system of COE-DAT is subject to continuous review by evaluation loops. These reviews and evaluations are documented in several ways.

### **7.1. Internal Evaluation**

#### **7.1.1. Activity Evaluation**

Activity Evaluation aims to maintain or improve the quality of COE-DAT courses. It is a continuous process that includes information gathering, storage and analysis, which serves to identify major issues and provide immediate corrective actions, irrespective of the stage in the course development cycle. During the course conduct phase, information is gathered to support later evaluation in four ways:

- a. Feedback from students/participants (Participant Course Evaluation Form).
- b. Feedback from lecturers/speakers (Lecturer Course Evaluation Form).
- c. Student assessments to ensure that the learning objectives of the course are attained, and to obtain feedback to improve COE-DAT courses.
- d. Feedbacks from Course/Activity Directors, Activity Assistants and other staff members who participate in the activities.

The results are documented in the Course Evaluation Brief and in the Activity Evaluation Report.

##### **7.1.1.1. Course Evaluation Brief**

The Course Evaluation Brief allows a critical appraisal of the course conduct in an open forum. The Course Evaluation Brief aims to define the success or otherwise of the delivery of the performance objectives.

The Course Evaluation Brief is delivered by the Course Director to the Chief E&T and all parties involved in support to the course. The brief is delivered in a centralised forum organised by the E&T department. Course Directors in the preparatory stages of other courses are expected to attend to get useful information.

The Course Evaluation Brief should include the following content at a minimum:

- a. An assessment of the Learning objectives and how well they were met.
- b. An assessment of instructional methods and strategies used.
- c. Speaker appraisal - not solely based on participants comments but informed by other context such as the attainment of learning objectives, speaker credentials and position.
- d. Participant appraisal - through the methods identified by the Course Director in the course design phase.
- e. A review of the infrastructure and equipment available and an assessment of whether it was adequate or how it could be improved.
- f. Comments and observations collected from speakers, participants and COE-DAT staff over the course conduct period.
- g. Recommended corrective actions for future courses. This may affect the course description, aims, instructional strategy, preparation process, speakers or administrative support.

#### **7.1.1.2. Activity Evaluation Report**

The Course Director is responsible for the compilation of an Activity Evaluation Report. This is a key document in the conduct of activity evaluation. It includes the statistics on course attendance and the results of questionnaires given to lecturers/speakers and students/participants. These results are analysed to deduce areas for improvement. General lessons identified from the conduct of the course and other observations are compiled and presented in this report. The outcome of the Course Evaluation Brief is also used to populate this document.

Chief E&T is responsible for taking forward corrective activities and overseeing the implementation of any changes. S/he ensures swift and controlled dissemination of information to other Course Directors and involved parties:

- a. Modification of any of the Course Description (name, aim, learning objective(s), scope, audience etc.) may be subject to review through the B TNA Working Group / process.
- b. Modification of the course schedule is likely to be tasked to the Course Director.

c. Any significant results in the evaluation of speakers should be recorded in the database.

d. Shortfalls in the administrative and support procedures should be addressed by the staff concerned.

#### **7.1.2. Review of Other COE-DAT Activities and Procedures**

The functional area of COE-DAT is not limited to E&T activities such as courses, workshops, Mobile Education Trainings. COE-DAT also contributes to concept and doctrine development and related documents in the Counter-Terrorism area for NATO, nations and partners, produces Lessons Learned evaluations and analysis, and executes Counter-Terrorism related projects and produces publications. There are SOPs explaining all procedures and responsibilities regarding all mentioned activities. These SOPs are reviewed annually and updated when needed. Reviews and updates are discussed during the weekly Leadership Meeting.

COE-DAT job descriptions are reviewed annually and updated as needed to adapt the positions according to the changing environment and to maximize effectiveness.

#### **7.1.3. Review of QA Policy**

COE-DAT QA policy is reviewed annually and updated according to the all internal evaluation processes results.

### **7.2. External Evaluation**

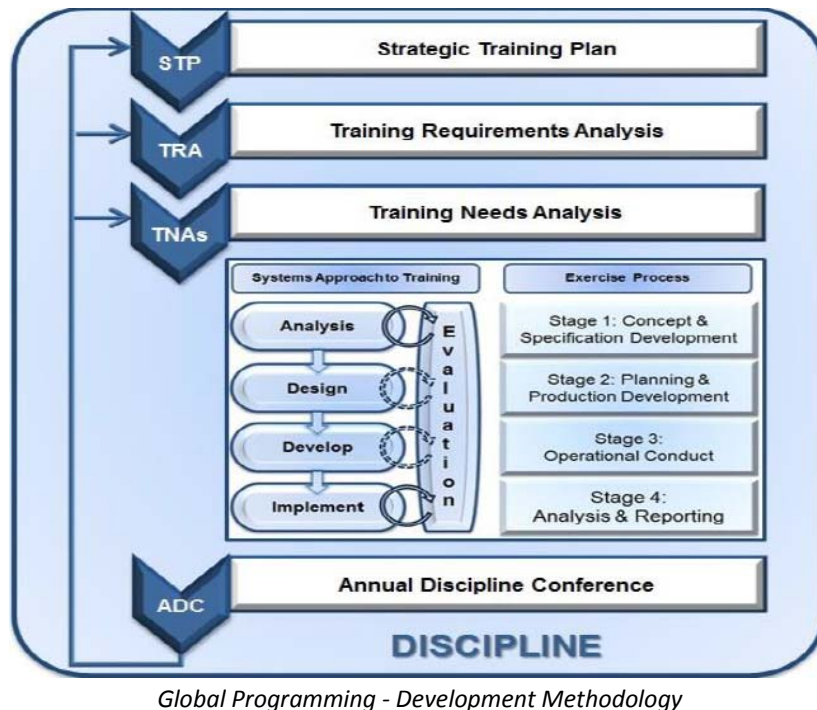
After institutional accreditation, COE-DAT will produce an annual QA Report and submit it to HQ SACT/JFT to identify recommendations and best practices.

## **8. Quality Assurance Supporting Elements and Resources**

### **8.1. Definition and Delivery of Instruction**

COE-DAT applies the Systems Approach to Training (SAT) to achieve education and training solutions in response to gaps identified by application of the Global Programming Development Methodology.





SAT has five major phases:

**a. Analysis:** The purpose of the analysis phase is to generate clear and precise Performance Objective (POs) in response to a training requirement that capture the intended outcome of the E&T. This is ideally expressed in terms of essential on-job performance, consistent with the Principle Duties for NCS/NFS positions as well as NATO operations.

**b. Design:** The purpose of the Design Phase is to create, or otherwise select, an E&T solution which will enable individuals to achieve the specified POs.

**c. Develop:** The purpose of the Development Phase is to produce, or otherwise procure, the materials or services that are essential to support the delivery of the E&T solution.

**d. Implement:** The purpose of the Implementation Phase is to put into operation the management, support and administrative functions necessary to successfully conduct E&T solutions. The implementation phase culminates in the conduct of the E&T activity.

**e. Evaluation:** The purpose of the evaluation phase is to assess the efficiency, effectiveness and affordability of and E&T solution once it's implemented and decide how it can be improved on in the future.

Following the SAT Model E&T activities are developed through a process called the Activity Development Cycle. Key stages and the associated control activities are as follows:

a. The identification, in a Training Requirements Analysis Report, of a training gap, and the absence of any currently existing suitable solutions. This initiates the Course Development Cycle.

b. The Activity Analysis phase, which starts with the identification the need for a new course and ends with the production of the course control form (CCD 1) and the course description form (CCD 2). This phase is concluded with the Preliminary Meeting between Department Head, Course Director and Chief E&T, which ensures common understanding of the course aim and performance objectives. The activity analysis phase is underpinned by the annual review of E&T requirements at the training needs analysis and annual discipline conference. This allows COE-DAT to confirm its program of work for the forthcoming year at its bi-annual steering committee meeting; facilitating the submission of the draft training plan for the next year to ACT.

c. The Course Design phase focuses on the development of an instructional strategy and finishes with the production of the course schedule (CCD 3). The instructional strategy will be developed in consideration of the target audience, the performance objectives identified in the analysis phase, and the required depth of knowledge. The scheduling of the E&T activity within the COE-DAT Academic Calendar initiates this phase. Near the end of this phase a Course Concept Confirmation meeting will take place. This will be no later than 4 months before the course start date. During this meeting the Course Director briefs the Chief of E&T along with other COE-DAT personnel involved with course preparation and gains ratification of the draft course schedule. At this stage, the Course Director should consider previously executed activities that are the same or similar to the course in hand. Post-course reports are reviewed and the implications assessed. Recommended changes are discussed with E&T Department.

d. The Course Development phase during which the Course Director ensures the correct resources are in place to deliver the course. This phase includes identifying appropriate lecturers/speakers, contacting and inviting them, resource allocation, optimizing Course Schedule, lecturer/speakers preparations and arranging social and cultural activities. The focus of this phase will be the conduct of the Course Initial Co-

ordination Meeting. This meeting should take place 6 weeks before the course start date. At this meeting, tasks in support of the delivery of the course will be allocated to activity support staff, and a budgetary check will be conducted. The release of the Course Preparatory Memorandum will follow this meeting.

e. The Course Implementation phase where resources are engaged to deliver the activity. This phase begins with the Course Final Co-ordination Meeting, approximately 2 weeks before the course start date, where it is confirmed that all tasks are in hand. The release of the execution order by the Course Director will follow this meeting. The purpose of this phase is to put into operation the management, support and administrative functions necessary to conduct the course.

f. The Course Conduct commences at participant registration and includes the all classroom sessions and other activities described in the activity schedule. This phase includes all actions taken during the period of the course itself. The process usually starts from the morning of the first activity day, and lasts until the last event on the course schedule. During this phase, liaison and co-ordination with activity support branch and the input of the course administrator are essential.

All COE-DAT personnel should contribute to the smooth and efficient execution of both the academic and administrative sides of the activity where they can. The following general principles should apply when an activity is on-going:

(1) Create and maintain a good working atmosphere throughout the whole activity programme.

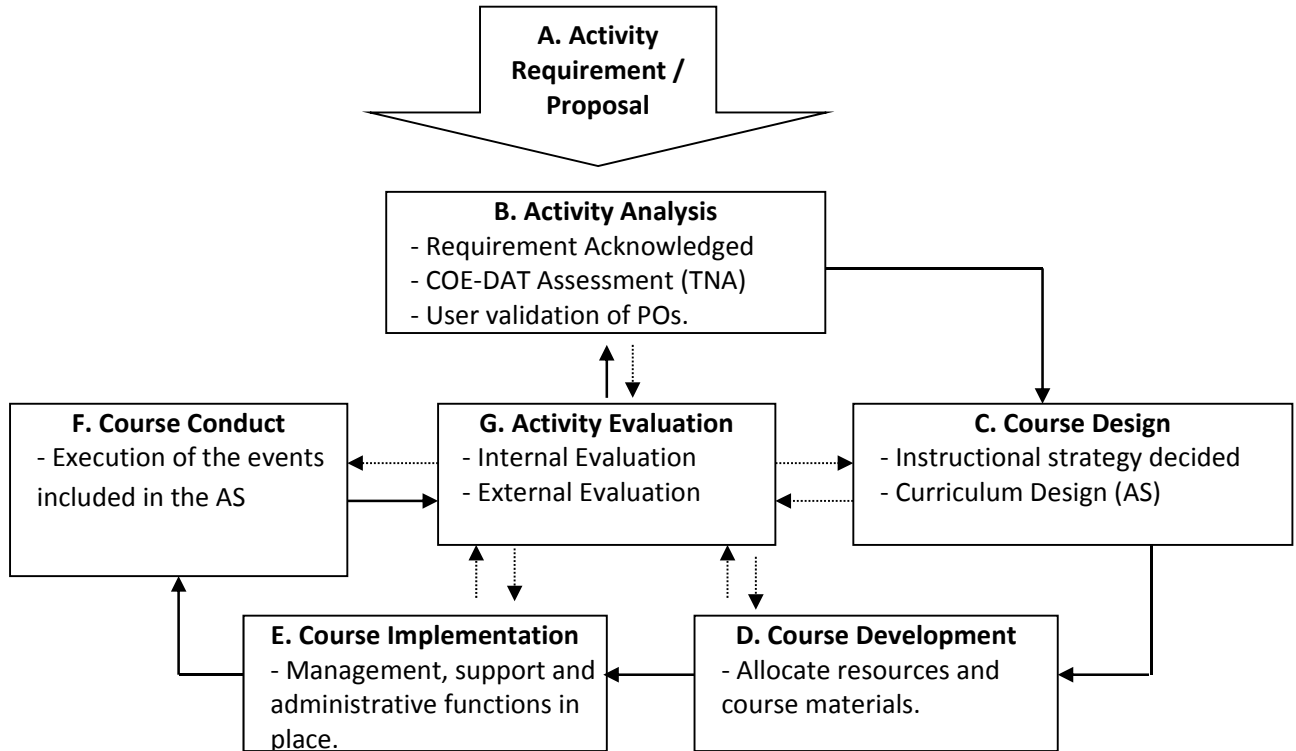
(2) Ensure administrative activity is fluid, efficient and supports the academic programme.

(3) Establish a considerate, thoughtful, and sympathetic environment towards the attendees and their needs.

(4) Maintain academic professionalism and normal military courtesy during all phases of the activity.

g. The Activity Evaluation operates throughout the course and should lead to improvements for subsequent iterations of the activity. As the regulatory phase of the E&T Process, it interacts with all other phases in the course development cycle. The purpose of Activity Evaluation is to assess the efficiency, efficacy and affordability of an activity and to recommend changes to improve these areas in the future. The Course Evaluation Backbrief is delivered by the Course Director around 3-4 weeks after the

course end date and summarises the key findings of initial evaluation. This is supported by the Final Course Report, also completed by the Course Director.



*Activity Development Cycle*

## 8.2. Student Assessment

At COE-DAT, the formative assessment method is used to assess the students during the courses to ensure that the learning objectives of the course are attained. The other aim of this assessment is to get feedback to improve teaching and learning methods used during COE-DAT courses and to raise the quality.

This assessment method consists two parts:

**a. Assessment based upon monitoring:** The courses at COE-DAT include Q&A sessions at the end of each lecture, working groups and working groups' presentations. In this part of the student assessment, the Course Directors monitor the students according to the criteria mentioned below during the course including all the parts:

**(1) Attendance in the classes:** As described in the course description forms, successful course completion requires students to attend at least  $\frac{3}{4}$  of the course including the working group sessions. The student who cannot attend one or more lecture is required to inform the Course Director before his/her absence. Failure to attend at least  $\frac{3}{4}$  of the course may result in a student not receiving a course certificate at the end of the course.

**(2) Language Proficiency:** The language of the all the courses conducted at COE-DAT is English. The English level of the participants should meet the criteria stated in STANAG 6001-3232. This issue is mentioned in CCD-III and description forms of the courses. During the course, the Course Director and the lecturers of the course should decide together whether a student's English language proficiency meet the required level to achieve the learning objectives or not. If they agree that the language proficiency of the student doesn't meet the required level, the student is formally interviewed by the Course Director. During this interview, the Course Director tries to get more information from the student to understand if s/he can achieve the learning objectives. Students who do not meet the required language requirements for the course and were not able to demonstrate that they have achieved the learning objectives may not be presented with a course certificate at the end of the course.

**(3) Student's Engagement Criteria:** The students are monitored throughout the course by the Course Director and the lecturers also according to the criteria below:

- Outstanding
  - Always prepared
  - Participates constructively
  - Demonstrates initiative
  - Works well with other students and is a team player
  - Exceptional content knowledge
  - Challenges his/her own thoughts and ideas
- Normal
  - Usually prepared
  - Participates constructively
  - Excellent content knowledge
  - Stretches to reach potential
  - Occasionally adds something extra

- Marginal
  - Sometimes prepared
  - Average content knowledge
  - Rarely challenges ideas
  - Sometimes an active participant in class
- Unsatisfactory
  - Rarely prepared
  - Rarely participates constructively in class
  - Low level of content knowledge
  - Does not reach potential

**b. Assessment based upon quizzes:** The learning objectives achievements of the students are also assessed by the quizzes. The lecturers of the course prepare two multiple choice (4 choices) questions regarding their lectures before the course. For each day, a quiz including these questions is prepared and delivered to the students to answer at the end of each day of the courses. The Course Director is responsible to coordinate and manage all this process. The Course Director also collects the answers, makes the assessments and gives a feedback to the students about the results next day.

#### **8.2.1. Assessment Results**

Assessment results are collected by the Course Director. For the final assessment of a student, 50% of the results come from the assessment based upon monitoring and 50% of the results come from the assessment based upon quizzes. Students who meet 60% of all criteria will receive a certificate for successfully completion. Students who cannot meet the certain percentage of all criteria will receive a certificate for attendance.

#### **8.2.2. Students Appeals**

Students attending the courses at COE-DAT have the right to request that decisions regarding this assessment to be reviewed:

a. The first step of an academic appeal and is to request a meeting with the responsible Course Director (CD). For academic related appeals the CD will check that the marks were allocated appropriately and were calculated correctly. If the student remains unsatisfied following this meeting, he or she may proceed to a formal review;

b. The second step of an academic appeal requires that the student submit a written request to the Education and Training Department Head. Education and Training Department Head has knowledge of the course content but will not usually have been involved in the original decision. The re-assessor will review all relevant documents and provide a written decision. If the student is still not satisfied with the result of the reassessment, they may make a formal application in writing to the Deputy Director within 15 days for a final determination; and

c. For student appeals related to participation and attendance or language skills, the first step is to request a Decision Review Board (DRB) through the Course Director to be convened within 24 hours of receiving a decision that they wish to dispute. The decision review board will be composed of three members not directly associated with the course. These members will be designated by the Deputy Director and will be rank appropriate. The Course Director and/or Education and Training Department Head and the Student will make representations to the DRB who will then make a recommendation to the Deputy Director or Director depending on the nature of the issue for final disposition.

### **8.3. Staff and Faculty Development**

Each staff member in COE-DAT should meet the minimum criteria described in their respective COE-DAT job description. These criteria cover professional/experience, English language proficiency, computer skills and education and training requirements.

There are procedures for the initial and continuation training of all staff at COE-DAT and to provide a mechanism to contribute to E&T activities evaluation and the maintenance of academic excellence.

Staff arrive at the COE-DAT with varying levels of expertise and experience, and it is vital to the maintenance of academic excellence that an initial training programme be available to ensure a common, acceptable standard of proficiency. Thereafter, continuation training must facilitate personal progression and ensure the maintenance of standards. Development and maintenance of subject matter expertise will be the responsibility of the individual and the Head of Education and Training Department.

The primary objective of a staff development program is to contribute to a continuous learning process. The three basic components of the plan are:

- a. Orientation.
- b. On the job training.

c. Development.

Orientation provides a person with an overview of the COE-DAT culture that assures an understanding of policies and procedures necessary to function efficiently in the environment. Orientation Training includes the following modules:

- a. New comers training.
- b. ETD academic orientation.
- c. Instructional technique and lecture preparation.
- d. Introduction to Academic Development and Academic Advising Development responsibilities.
- e. Branch/Department Specific Training.

An effective orientation program is an ongoing process, allowing the staff time to assimilate all the required information. It is a critical tool in making staff to feel part of the organization and increasing staff engagement and loyalty. The staff orientation program:

- a. Welcomes the individual to the organization, workplace, and the position.
- b. Defines and clarifies work assignments, roles, and responsibilities.
- c. Highlights organizational structure, legislation, policies and procedures.
- d. Builds positive connections between the staff and the organization.
- e. Makes workplace resources readily available to the new individual.

The second basic component of staff development program is on the job training. Maintenance of specialism is important. All department Heads create and develop an annual education plan based on the Job Descriptions and subject matter experts list. If necessary, participation to NSO-courses can be assessed. A required/desired personal plan process should be in place to assign courses to staff members.

Training and development program should be dynamic, constantly changing to improve its effectiveness and meet the evolving needs of the organization. The way COE-DAT assures this dynamism is through regular, careful examination and evaluation



of what we're doing and how we do it. There are some obvious ways to determine the effectiveness of our development program:

- a. Feedback from staff members, both on individual sessions and on the training program as a whole. Both group discussions and individual conversations are the best ways to get real information.
- b. Feedback from participants, target populations, etc., about the competence of the organization in the areas that the development program addressed.
- c. Observation and supervision of staff members in job situations for adaptation to the techniques, ideas, attitudes presented in training.

For the COE-DAT E&T activities, in addition to the SMEs in COE-DAT, external lecturers/speakers are invited to give a lecture/presentation during the activities. Based on the refined Course/Activity Schedule and lesson content, in conjunction with the SME, the Course Director considers suitable lecturers/speakers for the activity. Lecturers/speakers may be drawn from within COE-DAT or from external agencies. The following sources may be useful:

- a. Academic contacts established through the Academic Advisor or the COE-DAT SME.
- b. Academics and practitioners who have contributed to previous activities listed on the COE-DAT database.
- c. National contacts of Sponsoring Nations representatives.
- d. NATO bodies, academic institutions and other organisations.

External lecturers/speakers are selected according to the criteria mentioned below:

- a. The external lecturers/speakers are chosen according to their expertise field by taken into consideration the course topics. The Course Director researches a potential speaker's background and expertise to choose the most appropriate speaker for each course topic.
- b. The Course Director can use open sources like internet or COE-DAT database to assist with the research.

c. If the Course Director finds a speaker, who attended a previous course in COE-DAT, the Course Director checks the feedback about the speaker collected from students, previous Course Directors and COE-DAT staff during the previous course and takes these feedback into consideration during the selection.

#### **8.4. Learning Resources and Student Support**

COE-DAT has appropriate resources available to support students/participants throughout the learning process. COE-DAT ensures that these learning resources and other support mechanisms are:

- a. Readily accessible to students.
- b. Designed according to student's needs.
- c. Responsive to feedback from those who use them.
- d. Routinely monitored and improved.

The resources available in COE-DAT to support the students'/participants' needs are as follows:

**a. Facilities:** Conference hall, workshop room and classrooms which are equipped by PCs/laptops, projections and screens; unclassified VTC system in conference hall; whiteboards, flipcharts, board markers, board rubbers, printers, papers and internet access in the classrooms; tearoom for coffee breaks; library.

**b. Logistics:**

**(1) Transportation:** COE-DAT makes flight arrangements for the students from the countries, which have a Military Bilateral Cooperation Agreement with Turkey. COE-DAT provides land transportation between the airport and the hotel/officers' club for the students from Partner Countries and from the countries, which have a Military Bilateral Cooperation Agreement with Turkey. For the daily transportation between the contracted hotel / officers' club and the Centre and also for lunches at officers' club, a bus service is available.

**(2) Hotel reservations:** COE-DAT has an agreement with a top-tier hotel in Ankara. All hotel bookings are made by COE-DAT on behalf of students who request a booking.

**(3) Welcome packages:** Folders including notebook, pen, course program and evaluation forms and also name tags are delivered to the students during the registration process at the beginning of the courses.

**c. Documents:** The course program, an informative brochure including administrative issues regarding the course and pre-reading documents are sent to students before courses. During courses some COE-DAT publications are available for students to be taken away.

The Course Directors and the Activity Assistants are responsible to manage and coordinate all these process with other related branches and available to reply requests of students to support them throughout the learning process.

To improve the learning resources management and students' support, COE-DAT gathers observations, recommendations and monitors students' / lecturers' / facilitators' satisfaction. All these information is summarized and analyzed in the Course After Action Report (or Post Course Review) and delivered to all COE-DAT staff to let them to take necessary actions.

## **8.5. Information Systems and Knowledge Management**

The Information and Knowledge Management (IKM) System is managed by CIS Branch. There are procedures to guarantee capability to be able to manage information in an internal environment through IKM. These procedures are described in related SOPs. The IKM at COE-DAT ensures to gather, manage, preserve, store and deliver the right information to the right people at the right time.

### **8.5.1. Information Systems**

The information system in COE-DAT allows staff to share information internally through a Document Management System (DMS) or by e-mails, using specific assigned system drives. DMS provides a central storage and collaboration space for documents, information and ideas. The DMS respects intellectual property and security principles. This system is not suitable to work with classified documents and information.

For each staff member of COE-DAT, a separate user profile is assigned. It provides a private working place for each staff member. For general use, there is a shared drive in the internal network. Each department and branch has a functional workspace here divided into 2 areas. One is the folder with free access to other COE-DAT staff members and the other is the folder with limited access only to the members of the relevant branch/department. The IKM SOPs support DMS by established

collective rules in order to avoid duplications and misfits. The aim is to facilitate any information storage and search activities and to prevent duplications of stored data by different staff members. This ensures that the capabilities of the server can be used to its best extent.

In this shared drive, also there are folders for each COE-DAT E&T Activity that all staff member has access. All information of the students/participants and lecturers/speakers, course/activity information, course/activity program, presentations of lecturers/speakers and all information regarding course/activity administrative issues can be found in these folders. Also Course/Activity Evaluation Reports, in which feedbacks collected from students/participants and lecturers/speakers are compiled, can be reached in these folders.

The information is not limited to soft version. Some documents arrive to COE-DAT need to be stored physically. There is an archiving system in COE-DAT and in this system every branch and department is responsible to archive the related documents into the folders and keep the information of these documents separately. For the documents that need to be kept for a long period of time, there is an Archive Room available in the Centre.

Internet connection is provided to all COE-DAT staff members through internal information system connection at COE-DAT.

#### **8.5.2. COE-DAT Database**

COE-DAT Database is another part of IKM within COE-DAT and is managed by Database Manager. This Database contains:

- a. Detailed information of students/participants and lecturers/speakers (e.g. rank/title, country, institution, contact information etc.),
- b. E&T activities conducted by COE-DAT and their all students/participants and lecturers/speakers,
- c. Course/Activity Evaluation Reports, in which feedbacks collected from students/participants and lecturers/speakers are compiled,
- d. Electronic documents related with terrorism,
- e. Institutions consist of government bodies, universities, international organizations, military attaches, think-tanks etc.

Each of COE-DAT member staff has access to this Database. All users are responsible for data entries, searches and making statistical reports. Database manager is responsible for the maintenance of the system and exporting detailed lists that can't be done by using system interface. COE-DAT Database User Manuel guides user on how to use database, to add data, to search and to import statistical information.

### **8.5.3. Communication**

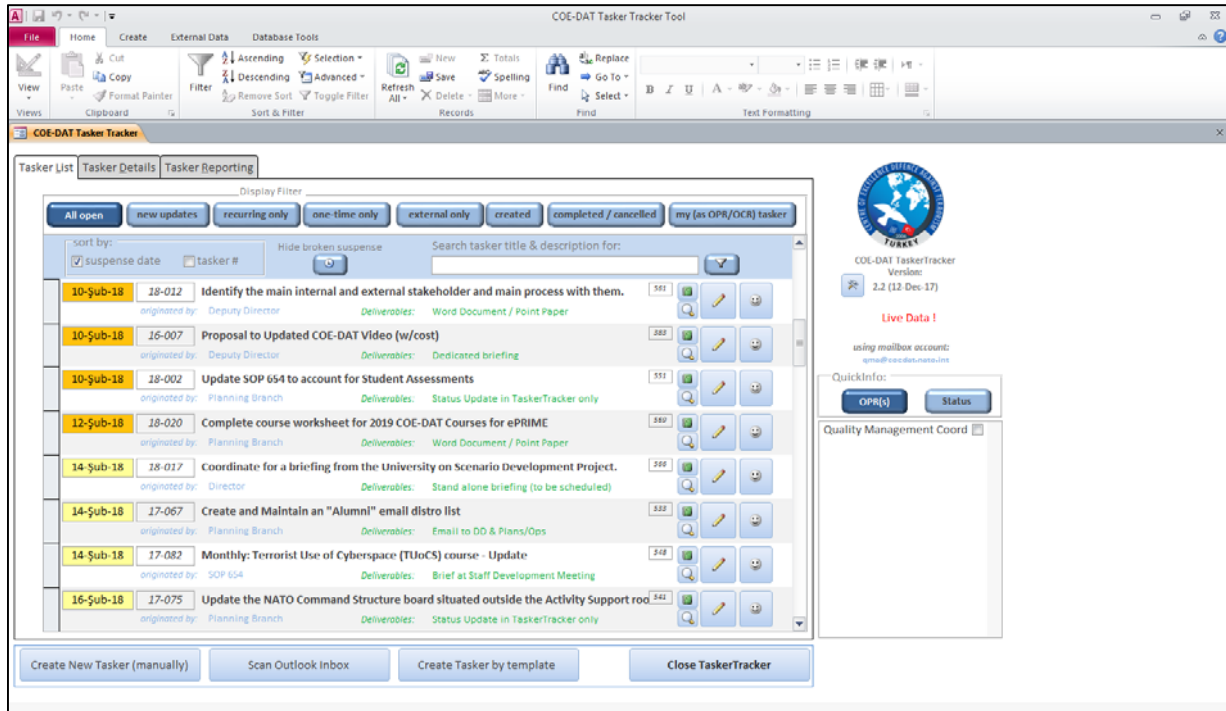
Internal and external communication is an important part of COE-DAT QA Strategy to ensure the efficient and timely information flow between the stakeholders. COE-DAT has various internal and external stakeholders not only related to E&T activities but also other activities (e.g. Concept and Doctrine Development, projects, publications etc.) under COE-DAT's functional area. The communication plans including the main processes in COE-DAT, its stakeholders, means and frequency can be found at ANNEX-C.

The communication means used in COE-DAT are as below:

- a. Events (conferences, seminars, workshops)
- b. Meetings (leadership and SME meetings, activity coordination meetings etc.)
- c. Formal letters, reports, surveys
- d. E-mail, telephone, VTC
- e. Communication in person

COE-DAT has also a general e-mail address ([info@coedat.nato.int](mailto:info@coedat.nato.int)) through which people from outside can reach Center to get information.

To raise the effectiveness in internal communication, a Task Tracker Tool is used in COE-DAT. Task Tracker Tool is managed by Planning Branch, but each staff member is responsible to enter the data, follow and update. This tool helps staff members to follow works, details, responsible personnel and deadlines. It ensures more accurate information flow between the staff members. The details and the last situation of the tasks in this tool are discussed during the leadership meeting which is held weekly.



COE-DAT Tasker Tracker Tool

## 8.6. Public Information

The official website of COE-DAT ([www.coedat.nato.int](http://www.coedat.nato.int)) offers up-to-date information regarding COE-DAT annual E&T activities and instructions on how to apply for these activities. Also, general information about COE-DAT, COE-DAT Course Catalogue, Welcome Guides for students/participants, COE-DAT publications, frequently asked questions (FAQ) to help the student/participant candidates can be found on this website. COE-DAT publications can be downloaded through the website.

COE-DAT advertises the courses and other E&T activities also through NATO ETOC and e-PRIME in line with the NATO Directives. The information of all COE-DAT E&T activities in these portals is updated according to the approved annual COE-DAT POW on a regular basis and when related information needs to be changed.

COE-DAT information brochure, Course Catalogue and publications are available during the activities for students to be taken as complimentary.

## **9. Contact Information**

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Mehmet ASLANTAŞ  
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### ANNEXES :

ANNEX-A (Key Performance Indicators)  
ANNEX-B (RACI Matrixes for Processes in COE-DAT)  
ANNEX-C (Communication Plans)

## COE-DAT KEY PERFORMANCE INDICATORS (KPIs)

### Process: Courses

- **KPI 1:** *To collect and upload information related to COE-DAT's activities into Database.*

**Measurement:** % of information available in DATABASE (for each course)

Remarks: Concerning COE-DAT activities the Database has to provide the following information:

Participants:

- nationality
- contact details
- institution
- test result

Speakers:

- at least one field of expertise
- contact details
- linked to the institution she/he is related to/working for (the institution is also stored in the data base)
- has the evaluations by the participants and by the activity director
- presentations added or linked

Activity:

- Activity Memorandum
- Activity Execution order
- After Action Report (AAR) (internal)

- **KPI 2:** *To design, develop, conduct and evaluate (DDCE) courses on Terrorism-related subjects in accordance with relevant COE-DAT SOPs and the NATO Systems approach to Training.*

**Measurement:** (a) % of T/CT related courses DDCE tasks accomplished

(b) % of T/CT related courses DDCE tasks in progress

- **KPI 3:** *TNA assessment and alignment of, design, development and implementation (AADDI) tasks/phases in order to ensure intended outcomes.*

**Measurement:** (a) % of T/CT related TNA AADDI tasks/phases accomplished

(b) % of T/CT related TNA AADDI tasks/phases in progress



- **KPI 4:** *To supervise the budget execution and authorized fund distribution.*

**Measurement:** Budgetary activity ratio to approved budget (for each course)

- **KPI 5:** *To coordinate allocation of subject matters with Activity Support Branch members in executing all logistic matters within Support Division.*

**Measurement:** (a) Standards requested by COE-DAT versus provided standards by the travel agency contract

(b) Written comments in evaluation forms (transportation, COE-DAT facilities)

### Process: Projects

- **KPI 6:** *To supervise the budget execution and authorized fund distribution.*

**Measurement:** Budgetary activity ratio to approved budget (for each project area)

- **KPI 7:** *To manage the execution of project(s) within the define PoW.*

**Measurement:** (a) Development and approval of Project Overview. (Yes / No – Delayed / Cancel)

(b) Development and issue/release of Intermediate Project Report (Yes / No – Postponed)

(c) Development and publication of Final Project Report with Policy Recommendations (Yes / No or Developed but not published)

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(a) Did this project result in publication? Yes or no?

(b) Generated other ideas

### Process: Projects – Researches

- **KPI 8:** *Research and collection of open source and classified information from NU and NC sources, categorization and analysis of this information in order to disseminate findings to COE-DAT personnel.*

**Measurement:** (a) The amount of the analysed information sources versus the reference list.

(b) Number of months when CT related intel update is disseminated/12 month

Remarks: (a) The quality of the intel activity is determined by the relevancy of the information sources and the regular dissemination of the findings. We agree on a reference information source/institution list. The quality of the intel report is reflected by the amount of the scanned/inspected sources from the reference list.

(b) As a minimum monthly CT related intel update is disseminated. (+ whenever it is necessary)

- **KPI 9:** *Coordination of external research and collaboration.*

**Measurement:** (a) Number of research grants allocated

(b) Number of research grants completed

#### Process: Projects – Researches

- **KPI 10:** *Preparation and conduct of workshops (WSs) within the define PoW.*

**Measurement:** (a) % of accepted invitations from all invited key speakers / distinguished guests

(b) % of accepted invitations from all individually invited briefers

(c) Valued outcome for each WS

#### Process: Projects – Conferences

- **KPI 11:** *Preparation and conduct of (TEC) Conference within the define PoW.*

**Measurement:** (a) Development and approval of TEC Concept within the given deadline (Yes /No /Delayed)

- (b) Developing and issuing of Conference (Initiation) Memorandum within the given deadline
- (c) Development and approval of TEC Program within the given deadline
- (d) Developing and issuing of TEC Execution Order within the given deadline
- (e) Development and issue of TEC report (paper) with generated concept/policy recommendations within the given deadline

### Process: Projects – Publications

- **KPI 12:** *Publication of activity papers within the defined PoW activities.*

**Measurement:** Number of the Activity reports published within the defined Line of Efforts (LoE)

### Process: Mobil Education Training Teams (METTs)

- **KPI 13:** *To design, develop, conduct and evaluate (DDCE) METTs and ADL on Terrorism-related subjects in accordance with relevant COE-DAT SOPs and the NATO Systems approach to Training.*

**Measurement:** (a) % of T/CT related METTs and ADL DDCE tasks accomplished

(b) % of T/CT related METTs and ADL DDCE tasks in progress

(c) % of T/CT related METTs and ADL DDCE tasks not accomplished

- **KPI 14:** *TNA assessment and alignment of, design, development and implementation (AADDI) tasks/phases in order to ensure intended outcomes.*

**Measurement:** (a) % of T/CT related TNA AADDI tasks/phases accomplished

(b) % of T/CT related TNA AADDI tasks/phases in progress

- **KPI 15:** *To supervise the budget execution and authorized fund distribution.*

**Measurement:** Budgetary activity ratio to approved budget (for each METT)

- **KPI 16:** *Workshop execution, conference participation of SMEs.*

**Measurement:** How many COE-DAT SMEs lectured in NATO METTs conducted by COE-DAT?

#### Process: CT Discipline Alignment

- **KPI 17:** *To conduct an Annual Discipline Conference with participation from the community of interest (COI = RA, SMEs, E&T institutions and affiliated organizations).*

**Measurement:** Ratio of CT E&T Annual Discipline Conference participation conducted with COI representation

- **KPI 18:** *Assesses alignment of TNA, design, development and implementation tasks/phases in order to ensure intended outcomes.*

**Measurement:** (a) TRA Amendments considered through TNA process

(b) CT Individual and Collective Discipline E&T Plans coordinated and synchronized

(c) DAP Annexes, as CTD Action Plan, Individual and Collective Discipline Plans and ETOC Training Opportunities, developed and distributed

#### Process: CT Support to ACT

- **KPI 19:** *To conduct the tasks and activities defined by POW timely and according to foreseen planning.*

**Measurement:** (a) % of POW tasks accomplished

(b) % of POW tasks in progress

(c) % of POW tasks not accomplished

#### Process: CT Support to ACT – NATO Projects

- **KPI 20:** *To process, analyse and share the worldwide lessons learned and academic information related to “Defence Against Terrorism”.*

**Measurement:** (a) Number of important NATO Lessons Learned associated events versus the participation on these events

(b) At least one Lessons Learned Workshop is organised (50%) per year; workshop report is released and disseminated to relevant NATO bodies. (100%)

Remarks: Lessons Learned Branch processes, analyses and shares the worldwide lessons learned and academic information related to “Defence Against Terrorism”.

In order to accomplish the task the Lessons Learned Branch has to participate in relevant NATO conferences/workshops, has to liaise and coordinate with the related NATO bodies and national/international academic institutions.

As a second requirement the Branch has to organise yearly Lessons Learned Workshop on selected CT related subject and disseminate the workshop report. This report contributes to other COE-DAT activities.

#### **Process: CT Support to ACT – RFS**

- **KPI 21:** *To co-ordinate, synchronise and de-conflict CT E&T opportunities across NATO.*

**Measurement:** Ratio of the COE-DAT contribution to the CT E&T related NATO RFS.

#### **Process: CT Support to ACT – NATO Interest Items**

- **KPI 22:** *To contribute to T/CT related Concepts and Policy developments/reviews within the defined PoW.*

**Measurement:** (a) % of NRFS for T/CT related Concepts and Policy development/review tasks accomplished

(b) % of NRFS for T/CT related Concept and Policy review and development tasks in progress

(c) % of NRFS for T/CT related Concept and Policy review and development tasks not accomplished

- **KPI 23:** *To contribute to T/CT related Doctrine and Standards developments/reviews within the defined POW.*

- Measurement:** (a) % of T/CT related Doctrine and Standards development/review tasks accomplished
- (b) % of T/CT related Doctrine and Standards development/review tasks in progress
- (c) % T/CT related Doctrine and Standards development/review tasks not accomplished

<b>Process: DATR</b>
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- **KPI 24:** *To publish at least one international peer-reviewed DATR journal per year.*

**Measurement:** Number of submitted articles published in DATR.

## RACI MATRIXES FOR PROCESSES IN COE-DAT

COE-DAT Education and Training Department RACI Matrix

Process/Task/Event	Stakeholders																			Product/Deliverable
	Director	Knowledge Dept. Head	Transformation Dept. Head	E&T Dept. Head	Course Development and Delivery BC	CT Department Head BC	Exercise Scenario Specialist	Chief of Planning Branch	Public Affairs Officer	COE-DAT SMEs	COE-DAT SNRs	NATO HQs	ACT HQ	ACO HQ	JFC HQ	NATO Nations	Other COEs	GOs NGOs	Academic Institutions	
CT DH planning and execution cycle	C	C	C	A	C	R	C	C		C	C	C	C	I	I	C	C			TNA Workshop and ADC CT TNA report and CT DAP Periodic E&T reports
Course development cycle	C	C	C	A	R	C	C	C		C	C	C	I	C	C	C	C		C	Programmes, and iterative changes, to support the continuous improvement of TNA, Design, Development and Conduct of E&T activity
Course delivery cycles	C	C	C	A	R	C	C	C		C	C		I		I	I				Courses, METTs and ADL on Terrorism-related subjects conducted and evaluated
Exercise support cycle	C	C	C	A	C	C	R	C		C	C	C	I	I	I	I	C			Contributions to NATO exercise planning and execution cycles
Contribute to TD CD&E / Policy and Doctrine & Standards	C	C	I	A	R	I	I	I		I	I	C	C	C		C	C			Updated policies and courses
Contribute to KD Intel, AAR, LL and Info management	C	I	C	A	R	R	C	C	C	C	C									Course evaluations and reports Updated E&T related information
COE-DAT POW Development	C	C	C	A	R	R	R	I		C	C					C	C			Developed POW
Provide E&T data for uploading on ePRIME, e-ITEP and ETOC	C	C	C	A	R	R	R	C		I	I	C	C					I	I	COE-DAT courses, activities promoted
Provide Access to authorized stakeholders at E&T events	C	I	C	A	R	R	I	C	I	I	I	I	I	I	I	I	I	I	I	E&T information accessible

COE-DAT Transformation Department RACI Matrix

Process/Task/Event	Stakeholders																											Product/Deliverable		
	Director	Deputy Director	Chief of Staff	Transformation Dept. Head	Chief of Concepts & Policy BC	Chief of Doctrine & Standards Branch	Editor	Knowledge Dept. Head	E&T Dept. Head	Support Dept. Head	Public Affairs Officer	AD / PM	COE-DAT SMEs	COE-DAT SNRs	ES	NATO IS /ESCD	ACT SPP / CEI	ACT SPP / CEI	ACO Plans	MCISB	AJOD WG	OPL	EXP	REF	OCF	CE	EIC		CT Col	AA
Process: CD & E / Policy																														
Analysis of strategic environment & new policies / ACT's CD&E POW	I	I	I	A	R			C	I			I	C	C	I	C	C	C	C			I								Staff briefing
Identify CT relevance & own capability	A	I	I	R	I			I	I			I	I	I	I	I	I	I	I			I								Point paper / proposal
Contribute to CT relevant policy & CD&E processes	A	I	I	C	R			C	I		I	I	C	I	I	I	I	I	I			I						I		TDY / written contribution
Support experimentation / validation of new concepts	I	I	I	A	R			I	I			I	I	I	C	I	I	I	I			I								TDY / written contribution
Process: Doctrine & Standards																														
Analysis of MCJCB /AJDCP & STANAG developments	I	I	I	A		R		C	I			C	C	C	C					C	C	C								Staff briefing
Identify CT relevance & own capability	A	I	I	R		I		I	I			I	I	I	I					I	I	I								Point paper / proposal
Contribute to CT relevant doctrine & STANAG processes	I	I	I	A		R		I	I		I	I	I	I	I					I	I	I						I		TDY / written contribution
Process: DATR																														
Call for papers / seek DATR contributions	I	I	I	A			R	I	I	I	I	I	C	I									C				I	C	I	possible DATR articles
Internal initial endorsement process / EC meeting	I	I	A	R			R	I	I	I	I	I	I	C									I	I			C		I	aproved articles for referee process
Referree process	I	I	I	A			R																	R/C			C		C	peer-reviewed articles
Copy edit process	I	I	I	A			R																			R/C	I			final DATR draft
Publication / Distribution	A	I	I	R			R	I	I	C	C	I	I	I									I	I	I	I	C	I	I	DATR edition
Process: Other Publications																														
Provide draft version for internal endorsement process / EC meeting	I	I	A	I			I	I	A	I	I	R	C	C																draft publication for commenting/approval
Final result endorsement process	A	I	R	I			I	I	I	I	I	R	C	C												C			C	final publication draft
Publication / Distribution	A	I	I	I			C	I	I	C	I	R	I	I									I	I		I		I	I	softcopy upload to website hardcopy distribution



**COE-DAT Knowledge Department RACI Matrix**

Process/Task/Event	Stakeholders																				Product/Deliverable
	Director	Knowledge Dept. Head	E&T Dept. Head	Transformation Dept. Head	Chief of Intelligence BC	Chief of Analysis & Lessons Learned BC	Database Manager	Chief of Planning BC	Public Affairs Officer	COE-DAT SMEs	COE-DAT SNRs	NATO	ACT	TGS	Turkish Police	JALLC	Other COEs	GOs NGOs	Academic inst	INT ORGs	
Collecting Intelligence Reports	C	A	C	C	R	C	C	C		C	C	C	C	C	C	C	C	C	C	C	Updated CT related information
Analysis of collected information	C	A	C	C	R	C	C	C		C	C			C	C						Periodic intel report
Provide input for CD&E / Policy and course development	C	A	I	I	R	I	I	I		I	I	C	C	C			C				Updated policies and courses
Disseminating Intelligence Reports	C	A	I	I	R	I	I	I	I	I	I			I	I						COE-DAT personnel supplied with updated intel report
Upload information to database	C	A	C	C	C	C	R	C	C	C	C										Database updated
Run and maintain database	C	A	C	C	C	C	R			C	C										Database operational
Provide Access to authorized stakeholders	C	A	I	I	I	I	R	I	I	I	I										Information accessible
Upload COE-DAT activities to ePRIME, e-ITEP and ETOC	C	A	C				R	I		I	I	C	C								COE-DAT coueses, activities promoted
Collect LL related observations	C	A	C	C	C	R	C	C	C	C	C	C	C	C	C	C	C	C	C	C	CT related observations available
Analyze observations and develop "Lesson Identified" or "Best Practice"	C	A	C	C	C	R	C	C		C	C					C	C				Developed lessons identified
Initiate remedial action validate implementation	C	A	C	C	I	R	I	I	I	C	C	C	C								Correction for beter result
Develop and disseminate "Lessons Learned"	C	A	I	I	I	R	I	I	I	I	I	I	I	I		I	I				Lessons Learned available

**COE-DAT Planning Branch RACI Matrix**

Process/Task/Event	Stakeholders																	Product/Deliverable
	Director	Knowledge Dept. Head	E&T Dept. Head	Transformation Dept. Head	Chief of Planning Branch	Planning Officer	COE-DAT SMEs	COE-DAT SNRs	NATO	ACT	TGS	Turkish Police	JALLC	Other COEs	GOs NGOs	Academic inst	INT ORGs	
Programme of Work	C	C	C	C	A	R	C	C	I	I	I	I		C			I	Programme of Work
RFS System (TRANSNET)	C	C	C	C	A	R	C	C	C	C	I	I	C	C				Programme of Work
Leadership Meeting	C	C	C	C	A	R	I	I										Leadership Meeting Execution
Steering Committee Meeting	C	C	C	C	A	R	I	C	I	I	C						I	Steering Committee Execution

**COE-DAT Budget and Finance Branch**

Process/Task/Event	Stakeholders										Product/Deliverable
	Director	Contracting and Purchasing Specialist	Disbursing Specialist	Chief of Budget & Finance BC	Financial Controller / Budget Officer	Support Dept. Head	Fund Managers	Contract Award Committee	Senior Resources Committee	Others	
Budgeting	I	C		R	A	I	C		I	I	COE-DAT Budget
Contracting	I	R/A		I	A	I	C	A		I	Accommodation, Land/Air transportation, Publication, Stationary, Subsistence goods and services annual procurement for conducted activities.
Budget Execution/Payment	I	I/R	A/R	A	A	I	C/I	I		I	Conducted activities
Income	I		A/R	I/A	I/A	I			I	I	Course Fee and Admin Fee, Interest Incomes

### COE-DAT Logistics Branch

Process/Task/Event	Stakeholders								Product/Deliverable
	Director	Support Dept. Head	Main Supply NCO	Chief of Logistic BC	Chief of Budget & Finance BC	Financial Controller / Budget Officer	Contracting and Purchasing Specialist	Others	
Procurement	I	I	R	A/I	C/I	C/I	C/I	I	Support to the conducted activies

**COE-DAT Communications and Information Systems (CIS) Branch**

Process/Task/Event	Stakeholders																Product/Deliverable
	Director	Deputy Director	Chief of Staff	CIS BC	Support Dept. Head	E&T Dept. Head	Support Dept.	Knowledge Dept.	Transformation Dept.	E&T Dept.	Course Directors	Activity Support Specialists	Public Affairs Officer	TGS CIS	TGS Cyber Command	NCIA	
Edu&Train Activities CIS Systems Preperation&Execution	A	I	I	R	I	C	I	I	I	I	C	C	I				Course CD
WebSite Designing And Management	A	C	C	R	I	C	I	I	I	I	C	C	C	I			WebSite
Information Data Management	A	C	C	R	C	I	I	I	I	I	I	I	I	C		C	
CIS Security Management	A	I	I	R	I	I	I	I	I	I	I	I	I	C	C	C	Annual Cyber Security Report

### COE-DAT Personnel Branch

Process/Task/Event				Stakeholders							Product/Deliverable
	Director	Deputy Director	Chief of Staff	Personnel BC	Chief of Budget & Finance BC	Financial Controller / Budget Officer	Support Dept.	Transformation Dept.	Knowledge Dept.	E&T Dept.	
Moral and motivation	I	I	I	R			A				International Day, Family Day, Apple Day, Happy Hours.
Protocol Issues	I	I	A	R	C	C	C	I	I	I	Visits, SRC, SC Meetings
Newcomers Orientation	A	I	I	R			C	I	I	I	Assisting newcomers arrival procedures
Management of Central Registry	A		A	R			I				-
Centralizing of COE-DAT Staff Information	I		A	R			A				-
TDY	A	C	I	R	C	C	I				NATO Travel Order

**(R) Responsible** : Who is responsible for the execution of the task?

**(A) Accountable** : Who is accountable for the tasks and signs off the work?

**(C) Consulted** : Who are the subject matter experts to be consulted?

**(I) Informed** : Who are the people who need to be updated of the progress?

**NOTE:** At least **one stakeholder** should be **accountable** and at least **one** should be **responsible** for each key process.

### COE-DAT Communication Plan

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
1	CT Discipline DH cycle	CT DH BC Transformation Dept. Knowledge Dept. Planning BC	NATO IS ESCD / CT Section (ESCD) ACT HQs ACO HQs NATO Nations Other COEs	TDYs WG, Workshops Conferences	Yearly cycle	NATO CT Training Synchronization TRA Report Analysis TNA Workshop Preparation Annual Discipline Conference	TSC Papers TNA Report, ADC Papers CT DAP
2	Course development cycle	Course Development and Delivery BC CT DH BC Transformation Dept. Knowledge Dept. Planning BC	NATO IS ESCD / CT Section (ESCD) ACT HQs Other COEs Academic Advisors	TNA WG Review Boards	March September	Curriculum Review Board-1 Curriculum Review Board-2	Course Evaluation Reports Draft training plan for the next year to ACT COE-DAT Course Catalogue
3	Course delivery cycle	Course Development and Delivery BC CT DH BC Transformation Dept. Knowledge Dept. Planning BC	NATO HQs ACT HQs ACO HQs NATO Nations Other COEs Partner Countries		For each course delivered	Course Preparation Course Delivery Course Evaluation	Course Documents Courses/METTs Course AARs Course Evaluations Course Statistics
4	NATO Exercise support cycle	E&T Department Exercise Support BC Planning BC SMEs	ACT HQs ACO HQs NATO Nations Other COEs NATO Nations Other COEs	Planning Support TDYs Evaluation support	For each exercise supported through POW	Contributing to: Exercise Preparation Exercise Execution Exercise Evaluation	Exercise Documents METTs Exercise AARs Exercise Evaluations Exercise Statistics
5	Annual Discipline Conference	Command Group E&T Department Transformation Dept. Knowledge Dept. Support Dept. Planning BC	NATO IS ESCD / CT Section (ESCD) ACT HQs ACO HQs NATO Nations Other COEs CT COI	TDYs WKGs TNA WKSH ADC CONF	Every June	TNA Preparation, Delivery Course Evaluation	TNA Workshop Papers TNA Report Conference Papers Conference Evaluations Discipline Alignment Plan

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
6	E&T After training full debrief, AAR generation meeting	Command Group Activity Directors Instructors CT DH BC Transformation Dept. Knowledge Dept. Support Dept.	ACT HQs SMEs Nations COEs Partner Countries NATO Other Countries	Activity Evaluation AAR	Yearly cycle	Analysis of oral comments and written feedbacks forms from instructors and students. Report on performances and success rate. Course Evaluation Documents	Activity Documents Activity AAR Activity Evaluations Activity Statistics
7	NATO Training Synchronization Conference (TSC)	Command Group E&T Department DH BC Planning BC	CT NATO IS ACT HQs ACO HQs NATO Nations Other COEs E&T COI Other	TDYs	Every February	Development, scheduling, synchronization and approval of ITEP & MTEP	ETOC/ePRIME ITEP / MTEP
8	COE DAT's weekly SME meetings	SMEs from E&T Dept., Transformation Dept. Knowledge Dept. Support Dept. Planning BC	On invitation basis	Meeting	Weekly	SMEs provides first action verbal reports on activities attended and on their pursued research subject, focusing on key issues and take-aways.	Meeting Minute SMEs immediate future activities, goals, and focus.
9	Collecting Intelligence Reports	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	NATO INTEL ACT TGS INTEL Turkish Police JLLC Other COEs GOs NGOs Academic Institutions International Organisations	Reports Workshops Conferences BICES Internet	Continuously	Collecting open source and classified information	Updated information



No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
10	Analysis of collected information	Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Database Manager COE-DAT SMEs COE-DAT SNRs	TGS INTEL Turkish Police	Internet Telephone Meetings	Weekly Monthly	Analyzing reports, open source and classified information	Periodic intel report/brief
11	Provide input for CD&E / Policy and course development	Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Database Manager COE-DAT SMEs COE-DAT SNRs	NATO INTEL ACT TGS INTEL Other COEs	Reports Internet Telephone Meetings	Monthly	Policy/course development meetings Open discussion	Policy/course development proposals
12	Disseminating Intelligence Reports	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	TGS INTEL Turkish Police	Reports Internet meetings	Monthly	Monthly intel briefing	COE-DAT personnel supplied with up to date information

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
13	Upload information to database	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	TGS INTEL Turkish Police	Reports Internet	Continuously	Upload data individually, or with the assistance of the database manager	Up to date database
14	Run and maintain database Provide Access to authorized stakeholders	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager COE-DAT SMEs COE-DAT SNRs	TGS INTEL Turkish Police	Internet	Continuous	Analysis of database user's feedback, remedial actions, daily maintenance	Database operational
15	Upload COE-DAT activities to ePRIME, e-ITP and ETOC	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	ACT	Reports Internet	yearly/ continuous update	Collect, organise upload information	ETOC/ePRIME ITP information accessible on internet

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
16	Collect LL related observations	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	NATO INTEL ACT TGS INTEL TURKISH POLICE JLLC OTHER COEs GOs NGOs ACADEMIC INST INT ORGs	Reports Workshops Conferences BICES Internet	Continuously	Collecting open source and classified information	Observation sheet
17	Analyze observations and develop “Lesson Identified” or “Best Practice”	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	TGS INTEL TURKISH POLICE JLLC OTHER COEs	Internet Telephone meetings	Continuously	Analyzing observations	Lessons Identified Best Practices

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
18	Initiate remedial action validate implementation	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	ACT	Reports Orders	Continuously	Prepare proposals	Corrected procedures
19	Develop and disseminate “Lessons Learned”	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning BC Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	NATO INTEL ACT TGS INTEL TURKISH POLICE JLLC OTHER COEs GOs NGOs ACADEMIC INST INT ORGs	Reports Workshops Conferences BICES Internet	Continuously	Prepare LL reports	Lessons Learned available
20	Analysis of strategic environment & new policies / ACT's CD&E POW	Concept & Policy BC Chief Transformation Dept. Head Knowledge Dept. Head COE-DAT SMEs COE-DAT SNRs	NATO IS ESCD / CT Section (ESCD), ACT SPP / CEI, ACT OPEX, ACO Plans, Other CD&E / policy project leads (OPL)	Face to face, phone, email	as required	TDYs, WG participation, workshops, conferences	TDY reports, Point papers, SME briefings

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
21	Identify CT relevance & own capability	Concept & Policy BC Chief Transformation Dept. Head Knowledge Dept. Head COE-DAT SMEs COE-DAT SNRs E&T Department Head Exercise Scenario Specialist Command Group	NATO IS ESCD / CT Section (ESCD), ACT SPP / CEI, ACT OPEX, ACO Plans, Other CD&E / policy project leads (OPL)	Face to face, phone	weekly	SME meetings, Leadership meeting	Point papers, SME briefings, POW elements
22	Contribute to CT relevant policy & CD&E processes	Concept & Policy BC Chief Transformation Dept. Head COE-DAT SMEs Exercise Scenario Specialist	NATO IS ESCD / CT Section (ESCD), ACT SPP / CEI, ACT OPEX, ACO Plans, Other CD&E / policy project leads (OPL)	Face to face, phone, email	as required / defined in POW	writing workshops	WSH reports, COE- DAT contribution to CT related concept & policy developments papers
23	Support experimentation / validation of new concepts	Concept & Policy BC Chief Transformation Dept. Head COE-DAT SMEs Exercise Scenario Specialist	ACT OPEX, ACO Plans, Other CD&E / policy project leads (OPL)	Face to face	as required / defined in POW	exercises	COE-DAT support to CT related concept validation, NATO concepts and policy
24	Analysis of MCJCB /AJDCP & STANAG developments	Doctrine & Standards BC Chief Transformation Dept. Head Knowledge Dept. Head COE-DAT SMEs COE-DAT SNRs	NATO Military Committee Joint Standardization Board (MCJSB), Allied Joint Operations Doctrine Working Group (AJOD WG), Other AJP /STANAG development leads (OPL)	Face to face, phone, email	as required	TDYs, WG participation, workshops, AJOD meeting	TDY reports, Point papers, SME briefings

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
25	Identify CT relevance & own capability	Doctrine & Standards BC Chief Transformation Dept. Head Knowledge Dept. Head COE-DAT SMEs COE-DAT SNRs E&T Department Head Command Group	NATO Military Committee Joint Standardization Board (MCJSB), Allied Joint Operations Doctrine Working Group (AJOD WG), Other AJP /STANAG development leads (OPL)	Face to face, phone	weekly	SME meetings, Leadership meeting	Point papers, SME briefings, POW elements
26	Contribute to CT relevant doctrine & STANAG processes	Doctrine & Standards BC Chief Transformation Dept. Head COE-DAT SMEs	NATO Military Committee Joint Standardization Board (MCJSB), Allied Joint Operations Doctrine Working Group (AJOD WG), Other AJP /STANAG development leads (OPL)	Face to face, phone, email	as required / defined in POW	writing workshops	WSH reports, COE-DAT contribution to CT related doctrine & standardization development, NATO AJP's and STANAGs papers
27	Call for papers / seek DATR contributions	Publication Section Head/Editor COE-DAT SMEs COE-DAT SNRs Public Affairs Officer Support Dept. Head	CT (academic) experts (EXP), (Well known) CT academic experts / referees (REF), Office of Chief Public Prosecutor (OCP), Copy editor (CE), Editor-in-Chief (EIC), CT Community of Interest (CT Col)	Face to face, phone, email	continuously, as part of the COE-DAT marketing strategy and during E&T activities	E&T activities, COE-DAT website management	submission of possible DATR articles
28	Internal initial endorsement process / EC meeting	Publication Section Head/Editor Endorsement Committee COE-DAT SNRs	Editor-in-Chief (EIC)	email, Face to face	as required	EC meeting	EC Resolution paper, endorsed DATR articles
29	Referree process	Publication Section Head/Editor	(Well known) CT academic experts / referees (REF)	phone, email	bi-weekly, as required	Leadership meeting	Referee Assessment Report, peer-reviewed DATR articles
30	Copy edit process	Publication Section Head/Editor	Copy editor (CE), Editor-in-Chief (EIC)	email, Face to face	as required	-	Copy-Edited Articles

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
31	Publication / Distribution	Publication Section Head/Editor COE-DAT SNRs Public Affairs Officer Support Dept. Head	Office of Chief Public Prosecutor (OCP), Editor-in-Chief (EIC), CT Community of Interest (CT Col)	Face to face, phone, email, letter, website publication	annually	COE-DAT website management	Electronic and printed DATR journal
32	Provide draft version for internal endorsement process / EC meeting	Activity Directors (AD) / Project Managers (PM) COE-DAT SMEs Publication Section Head/Editor	Academic Advisor (AA)	Face to face, phone, email	as required	E&T activities, workshops & seminars, SME projects	Submitted draft activity reports (project report, workshop report, case studies, TEC report)
33	Final result endorsement process	Publication Section Head/Editor Endorsement Committee COE-DAT SNRs	Copy editor (CE), Academic Advisor (AA)	Face to face, phone, email	as required	EC meeting	EC Resolution paper, draft COE-DAT publication layout
34	Publication / Distribution	Publication Section Head/Editor COE-DAT SNRs Public Affairs Officer Support Dept. Head	CT Community of Interest (CT Col)	Face to face, phone, email, letter, website publication	as required	COE-DAT website management	COE-DAT publication
35	Annual Shared Funds Budgeting	Comman Group Fund Managers	Companies	E-Mail, Phone, Face to Face	Twice a year	SRC Meetings, Annual Contracts	COEDAT Budget
36	Annual NATO (ACT/MPD)	-	ACT MPD	E-Mail, Phone	3 times a year	Supported participants for COEDAT Courses	Participation, course and Admin Fee income
37	Annual Financial Aid operations	Activity Directors Activity Support BC	Turkish Military Attaches	E-Mail, Phone, Face to Face	When necessary	Supported participants for COEDAT Courses	Participation, course and Admin Fee income
38	Contracting / Procurement	Fund Managers	Companies	E-Mail, Phone, Face to Face	When necessary	Annually and daily procurement for activity needs	Needs fulfillment
39	Payments/Banking Operations	-	Companies, Bank	E-Mail, Phone, Face to Face	When necessary	Payments for conducted activities	Payments

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
40	Moral and Motivation	Director Chief of Staff Support Dept. CIS BC Service Unit	-	Outlook, telephone, face to face	Annually, monthly, When neccesary	Support Department meetings	International Day, Family Day, Apple Day, Happy Hours
41	Protocol Issues	Director Chief of Staff Support Dept. CIS BC Planning BC Activity Support BC Budget&Finance BC Chief Financial Controller	-	Outlook, face to face	When required	Execution Order from Planning BC	Providing Brifing Room
42	Newcomers Orientation	COE-DAT Newcomer Staff Members	-	Face to face	When neccesary	Newcomers Brifing, Newcomers Guide	Providing arrival and departure procedures
43	Management of Central Registry	Director Chief of Staff Support Dept. CIS BC Planning BC Logistic BC Legal Advisor	-	Formal letters, Outlook	When required	-	Establishing procedures for the correspondence
44	Centralizing of COE-DAT Staff Information	COE-DAT Staff Members	-	Formal letters, Archive	Daily, When neccesary	-	Folders
45	TDY	Director Chief of Staff Planning BC Budget&Finance BC Chief Financial Controller	-	Outlook	When required	Leadership meetings,TDY List Form (Plannig BC)	NATO Travel Order



No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
46	Edu&Train Activities CIS Systems Preperation& Execution	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Support Dept. Head CIS BC Chief Activity Directors Activity Assistants Public Affairs Officer	-	E-Mail, Phone, Face to Face	According to Annual Activity Plan	-	Course CD
47	WebSite Designing And Management	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Support Dept. Head CIS BC Chief Activity Directors Activity Assistants Public Affairs Officer	TGS CIS	E-Mail, Phone, Face to Face	Biweekly/ When necessary	-	WebSite
48	Information Data Management	All COE-DAT Staff Members	TGS CIS, NCIA	E-Mail, Phone, Face to Face	Continuously	-	Network Systems, Shared Drive Folders
49	CIS Security Management	All COE-DAT Staff Members	TGS CIS, TGS Cyber Command,NCIA	E-Mail, Phone, Face to Face	Continuously	-	Annual Cyber Security Report
50	Procurement	Command Group Fund Managers Budget&Finance BC Activity Supoort BC	Companies	E-Mail, Phone, Face to Face	When Necessary	Meetings, ( Courses, Workshops and Conference)	Needs fulfillment
51	Programme of Work	Command Group Knowledge Dept. Transformation Dept. E&T Department Support Dept. COE-DAT SNRs	Requirements Authority ESCD Other COEs ACT NATO NATO Partners	Steering Committee TRANSET Website	Yearly cycle	POW Activity Plan Steering Committee	POW, Activity Plan, updated TRANSET

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
52	RFS System (TRANSNET)	Command Group Knowledge Dept. Transformation Dept. E&T Department Support Dept.	Sponsoring Nations Framework Nations Requirements Authority ESCD Other COEs ACT NATO NATO Partners	TRANSNET Website	Monthly	POW SC/SRC	POW
53	Leadership Meeting	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Support Dept. Head COE-DAT SNRs Planning BC Quality Management Coordinator Financial Controller Legal Advisor	-	Meeting	Weekly	POW, Activity Plan, Steering Committee, TRANSNET, QA	Leadership Meeting Notes, Updated Activity Plan, Updated POW, QA Policy, QA Self Assessment Report
54	Steering Committee Meeting	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Support Dept. Head COE-DAT SNRs Planning BC Quality Management Coordinator Financial Controller Legal Advisor	Sponsoring Nations Framework Nations Requirements Authority ESCD Other COEs ACT	SC/SRC in NOV and JUN each year	Semi-Annual	POW Changes to Centre Operations	POW Decision Sheet Updated Plans

No.	Activity	Internal Stakeholders	External Stakeholders	Means	Frequency	Relevant Activities / Processes	Output / Product
55	QMT Meeting	Deputy Director Quality Management Coordinator Knowledge Dept. Head Transformation Dept. Head E&T Department Head Support Dept. Head Other Key Staff Members (if necessary)	-	Meeting	When necessary	QA Policy QMS Self Assessment	Annual QA Report