



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



Devlet Mahallesi İnönü Bulvarı
Süleyman Emin Caddesi No: 65 Çankaya
Ankara, Türkiye
Tel.: +90 312 425 82 15
E-mail: info@coedat.nato.int
Web: www.coedat.nato.int

SUBJECT: COE-DAT Quality Assurance Policy

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REFERENCES: A. MC 0458/4, NATO Education, Training, Exercises and Evaluation (ETEE) Policy, dated 03 January 2023
B. Bi-SC Education and Training Directive 075-002, dated 12 June 2023
C. Bi-SC Education and Individual Training Directive 075-007, dated 20 March 2025.

Record of Changes

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1. Purpose

The purpose of this document is to define the Quality Assurance (QA) Policy of Centre of Excellence Defence Against Terrorism (COE-DAT), to describe the procedure and processes related to the Quality Management System (QMS) implemented in COE-DAT.

2. Background

The COE-DAT is a NATO accredited multi-national sponsored entity located in Ankara, Türkiye, whose membership is open to all NATO members. The Centre comprises 61 multi-national billets with representatives from 7 nations focused on providing key decision-makers with comprehensive solutions to terrorism and Counterterrorism (CT) challenges. COE-DAT also serves as NATO's Department Head (DH) in Education and Training (E&T) for CT, charged with the responsibility of ensuring synergy, coordination, and collaboration across this discipline.

2.1 Mission

The COE-DAT's mission is to provide key decision-makers with a comprehensive understanding of terrorism challenges, and to enhance the ability of NATO Allies and Partners to defend against terrorism¹.

2.2 Vision

The COE-DAT's vision is to remain an internationally recognized and respected resource of terrorism expertise, and serve as NATO's hub for research, education, and collaboration amongst the global counter-terrorism community of interest².

3. Applicability

This QA Policy applies to all COE-DAT staff, subject matter experts (SMEs), and external partners whose services and/or products impact COE-DAT's activities. It covers all

¹ The mission and vision statements reflected in this document are aligned with those currently included in the Concept Document. These sections are subject to revision following the formal endorsement of the Concept Document by the Steering Committee.

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COE-DAT E&T activities as well as concept and doctrine development, projects, and publications.

Furthermore, this policy extends to all services, courses, conferences, and workshops conducted by COE-DAT. It also includes the Mobile Education and Training Teams (METTs) and external training and support provided by COE-DAT in its role as the designated Head of Department (DH) for the CT discipline in NATO.

4. Goals

The COE-DATs **Goals** are the guiding principles of COE-DAT's daily operations. COE-DAT subscribes to the following core values:

- (1) **COMMITMENT.** COE-DAT is dedicated to the continuous improvement and productivity of its work to sustain a highly competitive profile within COE-DAT's Col thus demonstrating professionalism and accountability. COE-DAT seeks to underline its role as a reliable and responsive partner. This includes also to keep the training facility/infrastructure on a high technical standard to deliver up to date adult like training. The motivation of the staff to keep its achieved high standard is key to achieve this goal. Fair burden sharing, teamwork and individual commitment of each single staff member are a prerequisite to achieve this goal.
- (2) **CONSISTENCY.** COE-DAT developed a robust set of Standard Operating Procedures (SOPs) and internal regulations, in compliance with NATO rules and regulations that are applicable to all staff members and civil consultants/external SMEs and assist the Centre to deliver high quality products on demand in a timely manner. COE-DAT's Steering Committee endorsed Programme of Work (POW) is a fundamental document, which encapsulates COE-DAT's level of ambition, flexibility, and adaptability in terms of executing planned as well as Out-of-Cycle Requests for Support.
- (3) **TRANSPARENCY** is fundamental for trust and confidence in the COE-DAT services. Activity Update Meetings and the Conflict Resolution SOP support this effort to ensure timely and accurate information of the involved staff, as well as the involved academicians in support of COE-DAT efforts.
- (4) **EXCELLENCE.** COE-DAT is excellent in the areas of Defence Against Terrorism, because it is a hub for CT expertise. This status explicitly flows from its unique role as an independent organization outside the NATO Command Structure (NCS), which empowers the COE-DAT to interact with universities, think tanks, researchers, international organizations, global partners, and other COEs in a massive network. Based on the broad swathe of CT-focused knowledge, created through deliberate interaction and collaboration with the

Centre's wide-reaching network, the COE-DAT can provide subject-matter expertise and advice to NATO and Allies on all CT/DAT matters and support NATO's transformation efforts.

COE-DAT supports and contributes to NATO's CT efforts in the fight against terrorism by functionally aligning itself to cover three main requirements:

- As NATO's DH for the Alliance CT E&T discipline
- As a strategic level think tank sitting outside the NCS informing NATO's understanding of the inherently sensitive topics of terrorism and CT/DAT
- As an E&T Facility (ETF)

(5) **NETWORKING.** As a centre of excellence, COE-DAT sits outside the NCS and thus has more academic freedom to provide critical thought on the inherently sensitive topic of CT. COE-DAT maintains CT expertise through a SMEs network and supports the development of CT or CT related concepts and doctrine to improve standardization, interoperability, and efficiency. Think tank efforts also contribute to feeding updated, cutting-edge content into its E&T activities.

5. Overview of the QA Policy

The QA Policy is a clear and recognized commitment aligned with the Centre's objectives and fulfilling the requirements of the quality management system (QMS), demonstrating the COE-DAT's dedication to continuous improvement. The COE-DAT ensures the QA Policy's accessibility, regular review, and updates as necessary.

This QA Policy primarily focuses on internal quality assurance, providing a guide for implementing the QMS to ensure that all COE-DAT activities and products meet the standards and requirements.

6. Principles

The COE-DAT QA Policy, established here as COE-DAT's QA program, is available on the COE-DAT website. It is available to all COE-DAT personnel and is part of the COE-DAT QMS.

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 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 E&T solutions developed in support of NATO will be based on current NATO doctrine, policies, directives, and best practices.

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

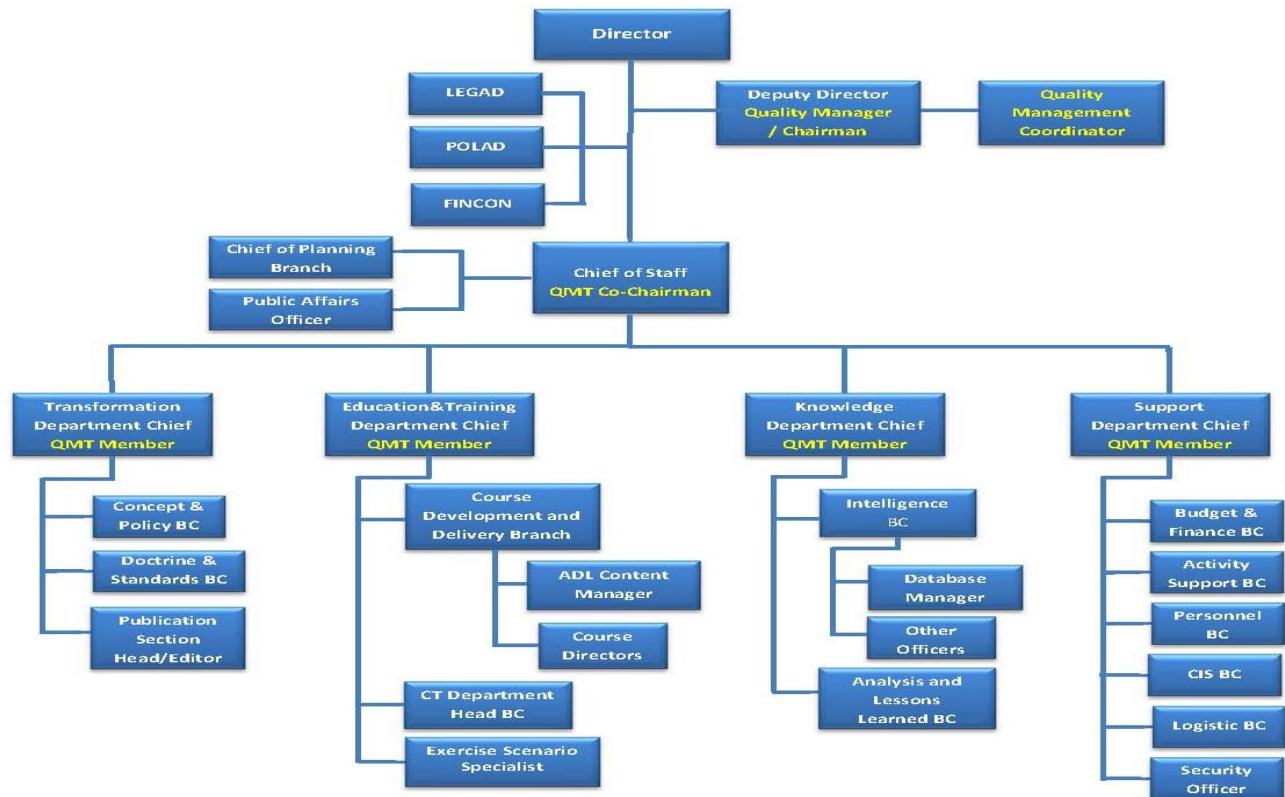
d. Transparency: QA programs and processes are developed using a collaborative open approach. QA Policy is available on the Intranet and Internet website, as appropriate. After successful institutional accreditation, annual QA Report is submitted to HQ SACT/ Multi-Domain Force Development Directorate (MDFD). This report is also uploaded to the intranet. Best practices and lessons learned will be freely shared with external stakeholders and communities of interest.

7. Quality Management System (QMS)

The QMS ensures that COE-DAT's activities/products/services consistently meet quality standards and organizational objectives. It provides a framework for continuous improvement and regular assessment to maintain effectiveness and relevance.

7.1. Quality Management Team

A Quality Management Team (QMT) has been established within COE-DAT to implement QMS and provide connections between departments and main functions. The QMT is depicted in the diagram below.



7.2. Roles and Responsibilities

Quality Assurance is the responsibility of all COE-DAT personnel. QMS within COE-DAT is a team-oriented effort and all members of COE-DAT are responsible for applying procedures determined by QMT in the implementation of COE-DAT QA Policy, to monitor, identify and report QA related issues and making recommendations to improve the quality efforts of COE-DAT.

7.2.1 Director

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

7.2.2. Deputy Director is the Quality Manager (QM) and Chairman of the QMT

The Deputy Director is responsible for;

- Improving the quality consciousness,
- Managing QMS related projects,
- Coordinating the QA policy among the Branches and DH,

- Ensuring the consistency of QMS processes and handling QA-related issues, chairing QMT meetings, and monitoring the completion of defined and planned QA milestones.
- Preparing of the QA Accreditation and reporting, including Annual QA report to ACT.
- Producing an annual QA report with support of Chiefs of Departments and the Branch Chiefs for DIRs approval - report to ACT.

7.2.3 Chief of Staff (COS)

The COS is Co-chairman of the QMT and s/he leads the QMT in the absence of QM.

7.2.4 Quality Management Coordinator (QMC)

The QMC is responsible for;

- Conducting her/his QA-related tasks under the supervision of the QM.
- Ensuring consistency of QA-related documentation
- Coordinating QMT meeting agenda.
- Ensuring the quality of Centre efforts and activities by evaluating processes, courses, events, and products and identifying recommended measures to the Quality Manager (QM).
- Producing an annual QA report under the supervision of the Quality Manager (QM), with support from the Chiefs of Departments and Branch Chiefs, for the Director's approval and subsequent reporting to ACT.

Also, QMC is empowered to issue QA-related tasks to QMT members and other COE-DAT staff members, through their Chief of Department and/or Supervisors.

7.2.5 Chiefs of Department

The Chiefs of Department are members of the Quality Management Team. They are responsible for;

- Implementing Quality Assurance related actions under the direction of the Quality Manager.
- Leading and managing all aspects of the QA process for their departments,
- Ensuring the planning of necessary training for their staff,
- Ensuring that all conditions for a product/service are met within their area of responsibility and monitor progress and compliance through regular audits,
- Reviewing and applying procedures, self-assessment and producing an annual QA report (Plan-Do-Check-Act Process).
- Attending and contributing to periodic meetings to evaluate the QA process

- Contributing to updating this COE-DAT QA Policy as needed.

Additionally, 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.

7.2.6 Chief of Education and Training Department

As a member of the QMT, the Chief of Education and Training Department is subject to the responsibilities described in 7.3.5. In addition, the Chief of E&T Department is responsible for:

- Defining Education and Training related QA core process.
- Monitoring E&T related QA processes.
- Proposing nomination for course director.
- Organizing course quality inspections to ensure courses are conducted IAW CCDs.
- Validating Activity Evaluation Reports.
- Finding and designating gaps in DAT education within the NATO environment and prepare the new education opportunities for the alliance and partners.

7.2.7 Other Key Staff in QMS

➤ Course Development and Delivery Branch Head is responsible for:

- Providing the necessary oversight, direction and guidance, monitoring and coordination to Course Directors and ADL Content Manager throughout all phases of the education and training activities, in accordance with relevant COE-DAT SOPs and the NATO Systems Approach to Training (SAT), in order to meet the intended objectives and outcomes.
- Supporting the conduct of Training Needs Analysis (TNA) as part of NATO's Education and Training Global Programming in order to systematically derive training opportunities from identified E&T gaps.
 - Leading the Internal Curriculum Review at COE-DAT.
 - Ensuring that education activities are designed by selecting instructional methods appropriate to those factors identified during TNA.
 - Implementing appropriate programmes, and iterative changes, to support the continuous improvement of TNA, Design, Development and Conduct of E&T activity, based on feedback from the previous courses evaluations and lessons identified.

- Evaluating the E&T activities by the systematic collection of data, and its interpretation in accordance with NATO SAT to ensure qualitative E&T.
- Assessing the alignment of TNA, design, development and implementation tasks/phases in order to ensure intended outcomes.
- Assuring quality by internal (COE-DAT) and external (NATO) processes; and assisting in the design and implementation of these processes.
- Coordinating closely with relevant authorities, academic entities and other ETFs to improve course content, identify appropriate SMEs to ensure training activities meet specified training requirements.

➤ **Course Directors are responsible for:**

- Designing, developing, conducting, and evaluating courses, Mobile Education Training Teams (METTs) and Advanced Distributed Learning (ADL) on Terrorism-related subjects in accordance with relevant COE-DAT SOPs and the NATO Systems approach to Training.
- Supporting the conduct of Education and Training Needs Analysis (TNA) within NATO.
- Contributing 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.
- Coordinating closely with relevant authorities and other ETFs to improve course content and make sure it meets specified training requirements.
- Developing and updating 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.
- Understanding the training audience for their respective courses and tailoring instructional strategy accordingly.
- Identifying the required knowledge, skills, and competencies to be achieved through the respective courses by the training audience.
- Initiating 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.
- Assuring the implementation and conduct of the assigned course(s) in accordance with the intended objectives and outcomes.

- Conducting the evaluation of the course, to determine to what extent the objectives of the course were attained.

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

➤ **CT Department Head Coordinator is responsible for:**

- Within the CT Discipline, translating 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.

- Coordinating, synchronizing and deconflicting CT E&T opportunities across NATO.

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

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

- Contributing 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.

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

- Conducting an annual Discipline Conference with participation from the community of interest (Requirement Authorities (RAs), SMEs, E&T institutions and affiliated organizations). Supervising the production of the CT Discipline Alignment Plan following this.

➤ **Exercise Scenario Specialist is responsible for :**

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

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

- Designing education activities by selecting instructional methods appropriate to those factors identified during TNA.

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

➤ **Public Affairs Officer is responsible for:**

- Collecting, processing, disseminating, and recording defence against terrorism-related publications, lessons learned, and accumulated experience in the educational field of activity.
- Supervising the works related to issuing, collecting, processing, disseminating, and recording publications.

➤ **Database Manager is responsible for:**

- Building, maintaining, and updating the COE-DAT database.
- Recording all kinds of information (numerical data, reports) related to COE-DAT activities in the database
- Providing reports on request from the Quality Management Coordinator on performance against Key Performance Indicators, for example on student evaluation or course attendance.

➤ **Chief of Analysis & Lessons Learned Branch is responsible for:**

- Conducting lessons learned analysis.
- Collecting, producing, and disseminating lessons learned best practices related to “Defence against Terrorism”.
- Contributing to COE-DAT E&T efforts by analyzing courses and other related activities.

➤ **Activity Support Specialist is responsible for:**

- Assisting the Course Director in all administrative matters relating to the courses per the Activity Support Branch SOP.

➤ **Communications and Information Systems (CIS) Branch is responsible for:**

- Providing IT infrastructure and service needed for the delivery of the courses, including other COE-DAT activities.

- Managing COE-DAT networks.
- Designing and managing COE-DAT websites on various available data networks.

➤ **Budget and Finance (BUDFIN) Branch is responsible for:**

- Preparing COE-DAT annual budget in coordination with other departments including COE-DAT E&T activities and staff training.
- Managing and coordinating all the documentation processes to support participants in COE-DAT E&T activities (e.g. hotel, travel agency, printing house, stationer etc.) to support participants (lecturers/students) in COE-DAT E&T activities.
- Ensuring the collection of course and administrative fees from students, and managing payments to lecturers during COE-DAT E&T activities.

➤ **Logistics Branch is responsible for:**

- Supplying necessary materials (e.g. stationary) to COE-DAT staff and to the lecturers and the students who participate in COE-DAT E&T activities.
- Providing transportation to COE-DAT staff and to the lecturers and the students who participate in COE-DAT E&T activities.
- Managing and coordinating maintenance processes of COE-DAT facilities.

➤ **External QA Stakeholders**

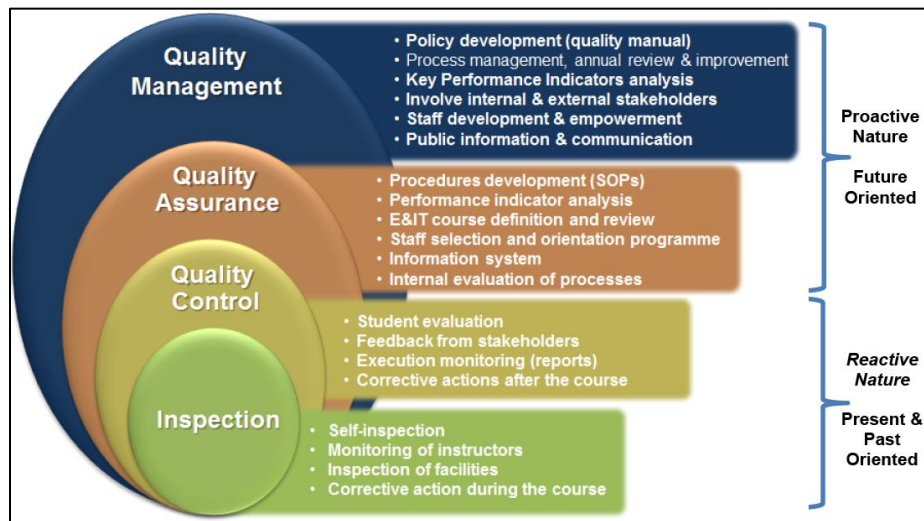
Most of the processes conducted in COE-DAT require the involvement of various external stakeholders. Since the policy of COE-DAT is to assure quality in all areas, the involvement of the external stakeholders in Quality Management is important. Also the feedback of the external stakeholders have an important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

8. 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 issues before they may cause problems.

Each COE-DAT staff member is responsible to ensure that all processes adhere SOPs. Staff must identify any faults, notify the related Department Chief and take the corrective actions to update the relevant SOP.

An Activity Update Meeting (AUM) is scheduled 6 weeks prior to each course, coordinated by the Planning Branch for the leadership group of each activity. The AUM allows activity directors to provide updates on planning and preparation progress (topics such as course schedules, lecturers, academic advisors, budget, etc.). It also provides a platform for supervisors to request and document decisions and for the leadership group to provide guidance and monitor progress. These meetings are essential for effective coordination, communication and collaboration between all relevant stakeholders.

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

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

b. Quality Control (QC): QC aims to identify and rectify problems at each step of the process.

Activity Evaluation is a continuous process allowing immediate corrective actions for significant issues at any stage of the course development cycle. During the activity, information is collected through feedback from relevant stakeholders to support subsequent evaluation. The results are documented in the Course Evaluation Brief and the Activity Evaluation Report. This brief and report include recommended corrective actions for future courses, which may affect the course description, aims, instructional strategy, preparation process, speakers, or administrative support. Detailed processes are outlined in paragraph 9.1.1 (Activity Evaluation).

COE-DAT students are assessed during the courses to ensure that the learning objectives of the course are achieved. 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 10.2. (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 issues, inconsistencies, and flaws.

All COE-DAT processes are documented in SOPs, which are reviewed annually and updated as needed. The Personnel Branch maintains an SOP Master Index to track the status of each SOP assigned to each Branch/Department and keeps the original signed copies.

COE-DAT applies the SAT concept to achieve E&T solutions in response to gaps identified by the application of the Global Programming Development Methodology. The processes implemented in COE-DAT are explained in detail in paragraph 10.1. (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 10.3. (Staff and Faculty Development).

The Information and Knowledge Management (IKM) System is described in paragraph 10.5. (Information Systems and Knowledge Management).

All COE-DAT processes and procedures are reviewed continuously in an internal loop. The internal evaluation of processes is described in paragraph 9.1. (Internal Evaluation).

d. Quality Management (QM): QM emphasizes meeting target audience (speaker/lecturer/student) needs and expectations, involving all parts of COE-DAT. It focuses on examining all aspects related to quality and aiming for "right the first time" by designing quality into processes rather than relying solely on inspections afterward. QM also entails developing systems and procedures to 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 stated in paragraph 7, COE-DAT has established a QMT to implement the QMS. The QMT is responsible for reviewing and applying procedures, conducting self-assessments, and producing an annual QA report. QA is the responsibility of all COE-DAT personnel to apply procedures, identify and report QA-related issues, and improve the COE-DAT's quality efforts.

The QMS 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 9. (Quality Assurance Review Cycle).

COE-DAT approves the key performance indicators (KPIs) determined by the Departments and Branches for measurable, valid, and reliable data on mission progress. These KPIs track progress towards defined objectives and strategic plans. COE-DAT defines its KPIs and analyzes outcomes to achieve objectives and ensure high-quality product and service delivery, as detailed 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 10.3. (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 10.6. (Public Information).

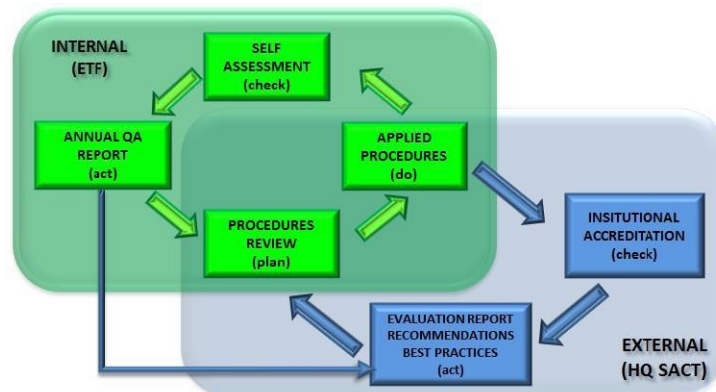
Internal and external communication is an important part of COE-DAT QA Strategy to ensure the efficient and timely information flow between the stakeholders. Communication procedures of COE-DAT are mentioned in paragraph 10.5.3. (Communication).

9. Quality Assurance Review Cycle /Continuous Improvement Process

The QMS of COE-DAT is subject to continuous review by evaluation loops. These reviews and evaluations are documented in several ways. Primarily, these reviews and evaluations are classified into two categories: Internal Evaluation and External Evaluation.

Internal Evaluation encompasses the evaluation of activities, other COE-DAT Activities and procedures, as well as the review of the Quality Assurance Policy and Strategic Plan.

In External Evaluation, following the institutional accreditation, COE-DAT involves the submission of an annual QA Report to HQ SACT/MDFD, to identify recommendations and best practices.



Continuous Improvement Process (CIP)

9.1. Internal Evaluation

9.1.1 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. It serves to

identify major issues and provide immediate corrective actions, irrespective of the stage in the course development cycle.

Information is gathered during the course conduct phase through feedback from students/participants, lecturers/speakers, student assessments, and other staff members (course directors, course assistants, etc.) involved in the activities. The results are documented in the Course Evaluation Brief and Activity Evaluation Report.

- **Course Evaluation Brief**

The Course Evaluation Brief aims to define the success or otherwise of the delivery of the performance objectives. The Course Evaluation Brief delivered by the Course Director facilitates a critical assessment of course conduct and the achievement of performance objectives. It is presented to the Chief of E&T Department and all parties involved in support to the course.

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 affecting various aspects such as course description, aims, instructional strategy, preparation process, speakers, or administrative support.

- **Activity Evaluation Report**

The Course Director is responsible for the compilation of an Activity Evaluation Report. The report 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 analyzed to identify areas for improvement. General lessons identified from the conduct of the course and other observations are also presented in this report. The outcomes of the Course Evaluation Brief contribute to this document.

Chief of E&T Department is responsible for implementing corrective activities and ensuring information to Course Directors and involved parties. Responsibilities include:

- a. Reviewing modifications of any of the Course Description (through TNA Working Group / process.)
- b. Tasking Course Directors to modify the course schedule
- c. Recording significant results in the evaluation of speakers in the database.
- d. Addressing any deficiencies in administrative and support procedures with the responsible staff.

9.1.2 Review of Other COE-DAT Activities and Procedures

The functional area of COE-DAT extends beyond E&T to include concept and doctrine development and related documents in the CT area for NATO, nations, and partners, conducting Lessons Learned evaluations and analysis, executing CT related projects and produces publications. SOPs explain 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.

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

9.1.3 Review of QA Policy and Strategic Plan

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

In addition, COE-DAT's Strategic Plan document, based on SWOT analysis, is reviewed annually according to the results of all internal evaluation processes to ensure continuous improvement and strategic alignment with corporate objectives.

9.2 External Evaluation

External evaluation supports COE-DAT's commitment to continuous improvement and ensures alignment with NATO's quality assurance principles. It consists of two main components:

9.2.1 Supervisor Feedback

To assess the impact of training on operational performance:

- Students are required to provide their supervisor's full name and e-mail address in the end-of-course evaluation form.
- Six months after course completion, a brief three-question survey is sent to the supervisor.
- The survey focuses on whether the participant has applied the knowledge and skills gained during the course.
- Collected responses are stored in COE-DAT's quality database and are used as input for future course revisions and improvements.

9.2.2 NATO Institutional Accreditation Process

As part of COE-DAT's institutional accreditation:

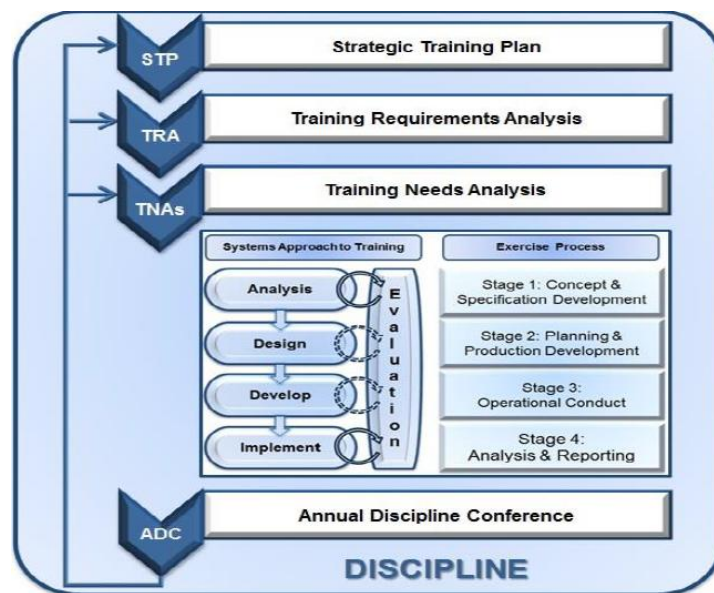
- An Annual Quality Assurance Report (AQAR) is submitted to HQ SACT/MDFD, highlighting identified best practices and areas for improvement.
- Every sixth year, NATO Institutional Accreditation (NIA) is renewed, in accordance with NATO's External Quality Assurance Framework.
- The sixth AQAR serves as a Self-Assessment Report (SAR) and must be submitted at least one month prior to the NIA on-site visit.

- The SAR includes both qualitative and quantitative data on COE-DAT's activities and serves as the basis for assessing compliance with NATO quality standards.

10. Quality Assurance Supporting Elements and Resources

10.1. Definition and Delivery of Instruction

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



Global Programming - Development Methodology

The COE-DAT adopts the SAT model³ to analyze design, develop, implement and evaluate the E&T activities.

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:

- The identification, in a Training Requirements Analysis Report, when a training gap is identified and, no suitable solutions currently exist, this initiates the Course Development Cycle.

³ BI-SC 75-7 Education and Individual Training Directive

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 Senior CT Department Head, Chief of Course Development and Delivery Branch, Course Director and Chief of E&T Department, 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 Department 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. Course Evaluation 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.

A key component within this phase is the execution of a pilot course. A pilot course will be conducted to test and validate the course content and instructional methods. It ensures alignment NATO requirements with current training needs and stakeholder expectations, while allowing COE-DAT to make necessary adjustments before pursuing NATO certification. This approach ensures flexibility and responsiveness within the Global Programming Framework.

Following the pilot course and the necessary refinements, the Activity Update Meeting is held approximately six weeks prior to the course start date. During 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 Coordination 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 coordination with activity support branch and the input of the course director 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:

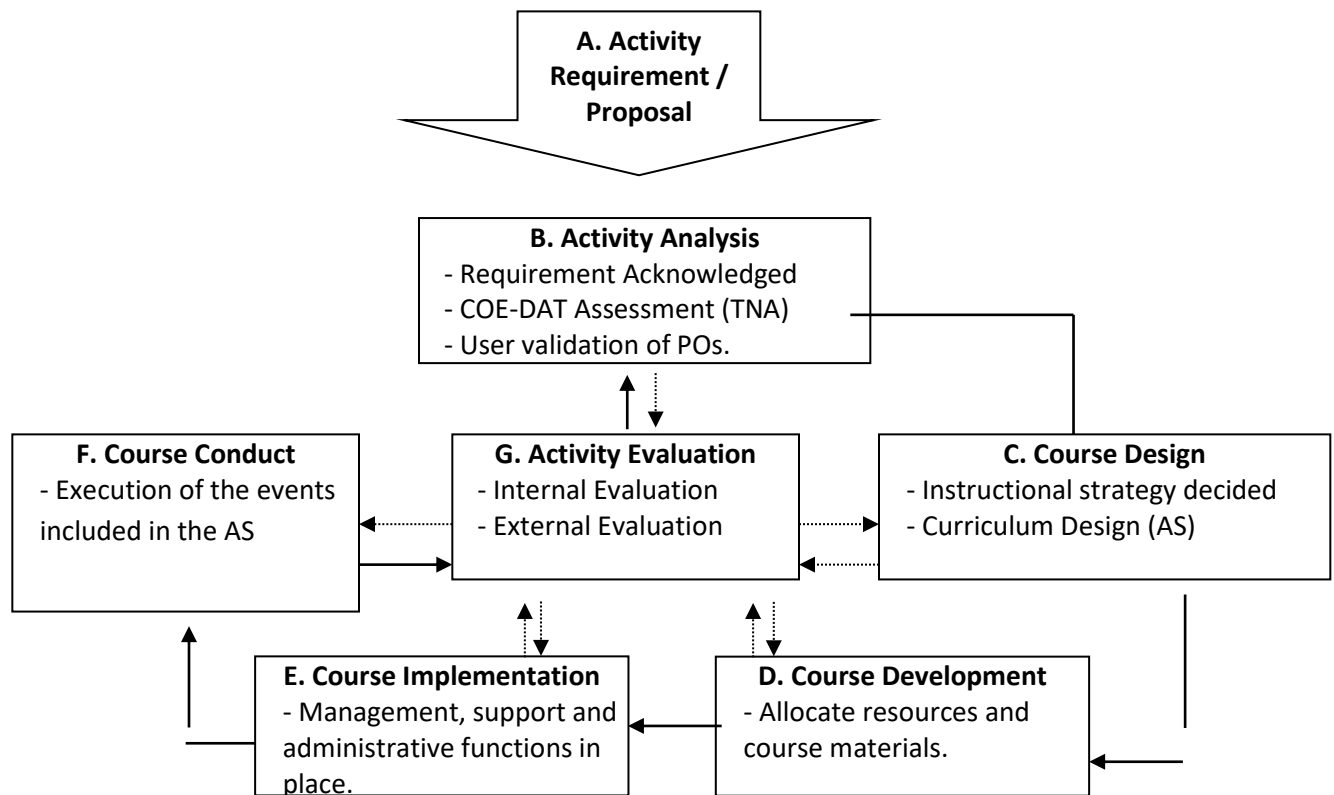
(1) Create and maintain a good working atmosphere throughout the whole activity programme.

(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 summarizes the key findings of initial evaluation. This is supported by the Final Course Report, also completed by the Course Director.

*Activity Development Cycle*

10.2. 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 achieved. 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 of 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 75% 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 75% of the course will result in a student not receiving a course certificate at the end of the course.

(2) Language Proficiency: The language of the all COE-DAT courses is English, and participants should meet the STANAG 6001-3232 criteria. This issue is stated in CCD-III and course description forms. During the course, the Course Director and the lecturers evaluate whether a student's English language proficiency meet the required level. If not, the student is formally interviewed by the Course Director to assess his/her ability to achieve the learning objectives. Students failing to meet the language requirements and the learning objectives will not receive a course certificate.

(3) Student's Engagement Criteria: Students are monitored throughout the course by the Course Director and the lecturers according to the following criteria:

- **Outstanding:** Always prepared, participates constructively, shows initiative, works well with others, exceptional knowledge, challenges own ideas.
- **Normal:** Usually prepared, participates constructively, excellent knowledge, strives for potential, occasionally adds extra.
- **Marginal:** Sometimes prepared, average knowledge, rarely challenges ideas, sometimes active.
- **Unsatisfactory:** Rarely prepared, rarely participates, low knowledge, does not reach potential.

b. Assessment based upon quizzes: Student achievement of learning objectives is also assessed through quizzes. Lecturers prepare two multiple choice (4 choices) questions regarding their lectures before the course. Each day's quiz, including these questions, is given to students at the end of the day. The Course Director coordinates and manages this process; collects the answers, makes the assessments and provides feedback to the students the following day.

10.2.1 Assessment Results

Assessment results are collected by the Course Director. The final assessment of a student is composed of 50% from monitoring and 50% from quizzes. Students who meet 60% of all criteria will receive a certificate of successful completion. Students who cannot meet this percentage will receive a certificate for attendance.

10.2.2. Students Appeals

Students attending the courses at COE-DAT have the right to request a review of assessment decisions:

a. The first step of an academic appeal is to request a meeting with the responsible Course Director (CD). For academic related appeals, the CD will verify that the marks were allocated appropriately and were calculated correctly. If the student remains unsatisfied following this meeting, he/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 Chief of E&T Department. Chief of E&T Department has knowledge of the course content but typically was not involved in the original decision. A reassessment will be conducted, reviewing all relevant documents and a written decision will be provided. If the student remains unsatisfied with the result of the reassessment, they may submit a formal written application to the Deputy Director within 15 days for a final determination; and

c. For student appeals related to participation, attendance or language skills, the first step is to request a Decision Review Board (DRB) through the Course Director within 24 hours of receiving a disputed decision. The DRB, composed of three members not directly involved with the course and designated by the Deputy Director at an appropriate rank, will review the case. The Course Director, Chief of E&T Department and the student will present their arguments to the DRB, which will then make a recommendation to the Deputy Director or Director for final decision.

10.3. 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 E&T requirements.

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

Staff arrives 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 program 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 Chief of E&T Department.

To ensure that the COE-DAT staff continuously meets the specific functional required knowledge and skills, the COE-DAT has established a Staff Development Program, outlined in detail in SOP 24. The primary objective of a staff development program is to contribute to a continuous learning process. It comprises three fundamental components: orientation, on the job training and development.

a. Orientation

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.

The Newcomers Orientation Training includes the following modules:

- Information about NATO and COEs,
- COE-DAT's Departments and Branches,
- NATO Global Programming including SAT process and QA,
- Foundational knowledge about terrorism, CT, and NATO's efforts.
- Mandatory online ADL courses on the Joint Advanced Distributed Learning (JADL) platform which the director has made compulsory for all staff.

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 feel part of the organization and increasing staff engagement and loyalty. The staff orientation program:

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

b. On the Job Training

The second basic component of staff development program is on the job training. Maintenance of specialism is important. All Chiefs of Department create and develop an

annual education plan based on the Job Descriptions. The required NATO E&T activities for COE-DAT staff members are planned annually and put in annual TDY list.

In addition to newcomers' orientation and on-the-job training, staff development includes JD-based essential courses delivered through NATO or ETFs. These activities aim to ensure that staff qualifications match the evolving demands of their roles and the Centre's mission requirements.

The Personnel Branch coordinates training-related functions in line with job descriptions and organizational needs. An annual planning cycle for staff training is followed to align development activities with institutional goals and NATO standards.

c. Development

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:

- (1) 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.
- (2) Feedback from participants, target populations, etc., about the competence of the organization in the areas that the development program addressed.
- (3) 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 during the activities. Based on the refined Course Schedule and content, in conjunction with the SME, the Course Director considers suitable lecturers/speakers for the course. Lecturers/speakers may be drawn from within COE-DAT or from external agencies. The following sources may be useful:

- Academic contacts established through the Academic Advisor or the COE-DAT SME.

- Academics and practitioners who have contributed to previous activities listed on the COE-DAT database.
- National contacts of Sponsoring Nations representatives.
- NATO bodies, academic institutions, and other organizations.

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

- External lecturers/speakers are selected based on their expertise in relevant field aligned with the course topics. The Course Director conducts background research on potential speakers to ensure the most appropriate speaker for each course topic.
- The Course Director can use open sources such as internet or COE-DAT database to assist with the research.
- If the Course Director identifies a speaker, who has previously attended a course in COE-DAT, the Course Director review students' feedback, previous Course Directors' feedback and COE-DAT staff feedback from the previous course. This feedback is taken into consideration during the speaker selection process.

10.4. 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:

- Readily accessible to students.
- Designed according to student's needs.
- Responsive to feedback from those who use them.
- 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 equipped with PCs/laptops, projectors, and screens; unclassified VTC system in conference hall; whiteboards, flipcharts, board markers, board rubbers, printers, papers and internet access in the classrooms; lounge for coffee breaks; library.

b. Logistics:

(1) Transportation: COE-DAT makes flight arrangements for the students/participants from the countries where Türkiye has a Military Bilateral Cooperation Agreement. COE-DAT provides land transportation between the airport and the hotel/officers' club for the students/participants from Partner Countries and those covered by the Military Bilateral Cooperation Agreement with Türkiye. A bus service is available for daily transportation between the contracted hotel/officers' club and the Centre, as well as for lunches at the officers' club.

(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/participants who request a booking.

(3) Welcome packages: Folders including notebook, pen, course program, evaluation forms and name tags are delivered to the students/participants 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/participants 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 for managing and coordinating all these processes with other related branches. They are available to reply to 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 this information is summarized and analyzed in the Activity Evaluation Report and delivered to all COE-DAT staff to let them take necessary actions.

10.5. Information Systems and Knowledge Management

The Information and Knowledge Management (IKM) System is managed by the CIS Branch. There are procedures to guarantee the 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.

10.5.1. 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 for working 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 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 to.

All information about the students/participants and lecturers/speakers, course information, course program, presentations of lecturers/speakers and all information regarding course administrative issues can be found in these folders. Also, Activity Evaluation Reports, in which feedback 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.

10.5.2. COE-DAT Database

COE-DAT Database, managed by Database Manager as part of IKM, includes:

a. Detailed information of students/participants and lecturers/speakers such as rank/title, country, institution, contact information,

b. Records of all COE-DAT E&T activities, including information on students/participants and lecturers/speakers,

c. Course/Activity Evaluation Reports, in which feedback collected from students/participants and lecturers/speakers are compiled,

d. Electronic documents related to terrorism,

e. Institutions including government bodies, universities, international organizations, military attaches, think tanks, etc.

Each of COE-DAT member staff accesses this Database through the Database Manager. The Database Manager facilitates data entry, searching, accessing statistical reports, and is responsible for system maintenance and exporting detailed lists not achievable via the system interface.

10.5.3. Communication

Internal and external communication is an important part of COE-DAT QA Strategy to ensure efficient and timely information flow between the stakeholders.

Internal communication tools include Outlook email, phone, Video Teleconferencing (VTC), weekly Leadership Meetings, Activity Coordination Meetings, Activity Update Meetings, meeting minutes, and Activity Evaluation Reports.

In addition, the COE-DAT Task Tracker Plan is followed in Planning Branch management to increase internal communication. This plan assigns responsibilities, tracks progress, and ensures task completion within deadlines. The weekly leadership meeting discusses the details and current status of the tasks.

The external means of communication of COE-DAT include conferences, seminars, workshops and project reviews, official letters, and web page (www.coedat.nato.int). All information about our courses is available in Education and Training Opportunities Catalogue (ETOC). Furthermore, the COE-DAT's website contains yearly activity plans with contact information for each activity's course director. COE-DAT also maintains a general email address (info@coedat.nato.int) for external individuals to contact the Centre and obtain information.

The 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.) within COE-DAT's functional area. All staff effectively communicate with stakeholders such as academics and SMEs regarding their responsibilities. They also conduct public relations and communication activities as directed by the Director, following communication plans outlined in the QA Policy ANNEX-C.

The COE-DAT actively uses the online NATO Request for Support (RfS) Tool, managed by HQ SACT since 2018 and hosted on the unclassified Transformation Network (TRANSNET) portal. RfSs are tracked by the COE-DAT planning branch and presented at the weekly leadership meeting with a recommendation for acceptance, rejection, or more analysis to be done by a responsible staff proponent. The COE-DAT Planning Branch assesses the unclassified NATO request based on appropriate expertise and available resources. If the director approves the request, it is submitted for final approval at the SC meeting. Once approved, the COE-DAT POW is updated.

10.6. Public Information

The official website of COE-DAT (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, Residential Course Guide for students/participants, and COE-DAT publications 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 75-7 directive. The information of all COE-DAT E&T activities in these portals is updated according to the approved annual COE-DAT POW regularly 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.

11. Contact Information

Jose Lisandro CABRERA
Colonel (US AF)
Quality Manager/Deputy Director
COE-DAT
Tel: +90 312 425 8215 Ext. 1003
E-mail: jose.cabrera@coedat.nato.int

Özge ERKAN
Specialist (TUR)
Quality Management Coordinator
COE-DAT
Tel: +90 312 425 8215 Ext.2225
E-mail: ozge.erkkan@coedat.nato.int



Halil Siddik AYHAN
Colonel (TUR A)
Director, COE-DAT

ANNEXES :

ANNEX-A (Key Performance Indicators)
ANNEX-B (RACI Matrixes)
ANNEX-C (Communication Plan)
ANNEX-D (Annual Quality Management Plan)

COE-DAT KEY PERFORMANCE INDICATORS (KPIs)

Key Performance Indicators (KPIs) are established parameters used to evaluate performance and indicate how COE-DAT achieves the goals defined in COE-DAT's QA Policy. These measurements are essential for evaluating both current and future success, ensuring alignment with strategic objectives. Regular review of KPIs is crucial to support strategic and operational improvements, provide an analytical foundation for decision-making, and highlight key focus areas.

The criteria that introduced the effectiveness of COE-DAT's KPI are SMART:

- **Specific** as the data aimed at specific goals and objectives
- **Measurable** value reflects COE-DAT's effectiveness in fulfilling its major objectives.
- **Achievable** because are providing a realistic and quick assessment of COE-DAT performance
- **Relevant** goal to COE-DAT's activities.
- **Time-bound** refers to the precise time frame for achieving or measuring the goals.

COE-DAT's KPIs include:

- a. KPI Number
- b. Name of Branch/Individual Position
- c. Key Performance Indicator
- d. Predetermined Measurement Criteria (for success)
- e. Measurement for the year (the value we reached for each indicator)
- f. Planned (number)
- g. Done (number)
- h. The way how to measure / Reason of increase / decrease
- i. Remedy Plan (if there is a decrease)

Process: General Administration
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- **KPI 1:** Effective administration of internal policies, personnel, communications, and morale processes and activities.

Measurement:

(a) 80% of COE policy documents and standard operating procedures for administration, strategic planning, quality assurance, and staffing functions are up to date and effectively implemented as evidenced in activity reports and evaluations.

(b) 70% COE-DAT overall manning level is sustained, and key staff positions are manned (e.g. Department and Branch SME positions) with personnel who meet job description requirements. Note: All mandatory training requirements must be completed via approved courses or on-the-job (OJT) training as indicated in job descriptions.

(c) 80% of activities are published via the COE-DAT website and public media releases in accordance with the center's public affairs plan.

(d) 70% of COE-DAT participants in the staff assessment survey agree they are satisfied with their job, to include factors such as satisfaction with social events, internal communication practices, recognition program, work environment toxicity and bullying, level of stress, and value of their contributions.

Process: Financial Management

KPI 2: Effective management of financial processes to include resource planning, budgeting, funds execution, and contracting tasks.

Measurement:

(a) 80% of funds spent or obligated in accordance with the Steering Resource Committee (SRC) approved annual budget.

(b) 80% of COE-DAT conferences, courses, publications, seminars, workshops, and other activities executed within approved budget estimates for each activity

(c) 90% of COE-DAT contracts are executed in a timely manner and in accordance with SOP and applicable NATO and national regulations.

(d) 100% of COE-DAT expenditure is properly documented and accounted, in accordance with internal SOPs, NATO and national regulations, and verified through external audits

Process: Support Functions

KPI 3: Effective management of facilities, supplies, transportation, personnel, communications support functions.

Measurement:

(a) 80% of COE-DAT allocated facilities are operational and 80% of personnel responding to the staff assessment survey agree facilities are adequate.

(b) 80% of personnel and students surveyed agree logistical processes are adequate (e.g. transportation, accommodation, supply, support functions).

(c) 80% of new personnel received initial staff training within 90 days of being assigned. 80% of personnel surveyed agree the unit in-processing is satisfactory.

(e) 80% of surveyed personnel find CIS support, IT equipment, and digital processes adequate.

Process: Program of Work (PoW) Execution

KPI 4: Timely planning, coordination, and execution of approved annual POW activities.

Measurement:

(a) 80% percent of planned activities accomplished in accordance with approved POW.

(b) 90% percent of POW activities are executed in accordance with the applicable SOP 652, and they achieve desired outcomes and objectives.

(c) Timely development of the POW in accordance 5-year strategic plan, standard operating procedures, and SC/SRC guidance.

Process: Requests for Support (RFS) Coordination

KPI 5: Timely acceptance and completion of NATO sponsored requests for support (RFS).

Measurement:

(a) 70% acceptance and timely completion of NATO command structure (i.e. SHAPE, ACO, ACT) RFSs.

(b) 70% acceptance and timely completion of NATO policy and doctrine review RFSs.

(c) 70% acceptance and participation in NATO working group and research project RFSs.

50% acceptance of NATO RFSs for exercise support activities to include CT scenario development and white cell support.

(e) 50% acceptance of other COE and NATO partner nation validated and resourced RFSs.

Process: Education and Training Execution

KPI 6: Effective design, development, conduct and evaluation (DDCE) courses on Terrorism-related subjects iaw relevant COE-DAT SOPs and the NATO Systems approach to Training.

Measurement:

(a) 80% of T/CT related course DDCE tasks accomplished.

(b) 80% of COE-DAT in-residence, distance learning, courses and seminars validated via training requirements process are offered annually.

(c) 50% of NATO sponsored METT requests accepted and executed.

(d) 80% of collected participant feedback finds COE-DAT courses, seminars, and METTs effective and valuable for their primary duties.

Process: Knowledge Functions

KPI 7: Effective administration of lessons learned, intelligence, and publications processes.

Measurement:

(a) 80% timely completion NATO requested or COE-DAT generated research papers or books in support of NATO or COE-DAT generated CT topics.

(b) 80% timely submission of collected CT lessons learned or analysis projects to the NATO lessons learned portal.

- (c) Published two Defense Against Terrorism Academic Review (DATR) journal per year with minimum of their internationally peer-reviewed articles in each journal.
- (d) Published monthly intel report utilizing open source information in order to disseminate findings to COE-DAT personnel and supporting activities, such as courses, seminars.
- (e) Integrated one or more research assistant program (RAP) articles in COE-DAT publications.
- (f) Uploaded 90% of feedback, after-action, and key information related to COE-DAT activities and course into internal database.

Process: NATO Counter-Terrorism Department Head Coordination

KPI 8: Effective coordination and execution of NATO CT Department Head Duties.

Measurements:

- (a) 70% of COE-DAT COI participated in CT E&T Annual Discipline Conference (NATO CT SMEs, E&T institutions, and affiliated organizations).
- (b) 70% of CT Individual and Collective Discipline E&T Plans coordinated and synchronized
- (c) 90% of applicable DAP Annexes, as CTD Action Plan, Individual and Collective Discipline Plans, and ETOC training opportunities. were developed and distributed. Note: not all processes and tasks are repeated annually.
- (d) 60% of CT community of interest (COI) participated in COE-DAT Diamond Events and presentations addressed topics relevant to NATO and CT COI emerging threats and best practices.

RACI MATRIXES FOR PROCESSES IN COE-DAT

COE-DAT Directorate RACI Matrix

Process/Task/Event	Stakeholders												Product/Deliverable
	Director	Deputy Director/Quality Manager	Quality Management Coordinator	Knowledge Dept. Head	Transformation Dept. Head	E&T Dept. Head	Course Development and Delivery BC	CT Department Head BC	Chief of Planning Branch	COE-DAT SMEs	COE-DAT SNRs	ACT HQ	
Quality Policy and Procedures													
Policy	A	A/R	R	R	R	R	R	C	R	C	C	I	
Management Monitoring	I	A	C	C	C	R	R	C	C	C	C	I	
Measurement and Assessment	I	A	R	C	C	R	R	C	C	C	C	I	

RACI MATRIXES FOR PROCESSES IN COE-DAT**COE-DAT Education and Training Department RACI Matrix**

Process/Task/Event	Stakeholders																							Product/Deliverable
	Director	Deputy Director/Quality Manager	Quality Management Coordinator	Knowledge Dept. Head	Transformation Dept. Head	E&T Dept. Head	Course Development and Delivery BH	Course Director	CT Department Head BH	Exercise Scenario Specialist	Chief of Planning Branch	Public Affairs Officer	COE-DAT SMEs	COE-DAT SNRs	SC/SRC	NATO HQs	ACT HQ	ACO HQ	JFC HQ	NATO Nations	Other COEs	GOs NGOs	Academic Institutions	
CT DH planning and execution cycle	C	C	I	C	C	A	C	I	R	C	C		C	C	I	C	C	I	I	C	C			TNA Workshop and ADC CT TNA report and CT DAP Periodic E&T reports
Course Analysis	I	I	I	C	C	R	R	R	R	C	C		C	C		C	I	C	C	C	C			Assesement of the need for a new course and production of CCD 1 and CCD 2.
Course Design	I	I	C	C	C	A	A	R	C	C	C		C	C		C	I	C	C	C	C			Development of the instructional strategy and production of the course schedule (CCD 3).
Course development cycle	C	C	C	C	C	A	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 / Implementation cycles	C	C	C	C	C	A	A	R	C	C	C		C	C			I		I	I				Courses, METTs and ADL on Terrorism-related subjects conducted and evaluated
Certifications and Course Evaluation Cycle	I	A	C	C	C	A	A	R	R	I	I		C	C	I		R							
Exercise support cycle	C	C		C	C	A	C	C	C	R	C		C	C	I	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		C	I	A	A	R	I	I	I		I	I	I	C	C	C		C	C			Updated policies and courses
Contribute to KD Intel, AAR, LL and Info management	C	C		C	C	R	C	R	A	C	C	C	C	C	I									Course evaluations and reports Updated E&T related information
COE-DAT POW Development	C	C	C	C	C	R	C	I	R	C	I		C	C	I					C	C			Developed POW
Provide E&T data for uploading on ePRIME, e-ITEP and ETOC	C	C	C	C	C	A	C	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	C	C	I	C	A	C	R	R	I	C	I	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. Chief	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	EXP	REF	OCP	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								Staff briefing
Identify CT relevance & own capability	A	I	I	R	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		TDY / written contribution
Support experimentation / validation of new concepts	I	I	I	A	R			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								Staff briefing
Identify CT relevance & own capability	A	I	I	R		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		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	A			R	I	I	I	I	I	I	C	I	I			C		I	aprove 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	I			I	I	I	C	C	I	I	I	I	I	I	I	C	I	I	DATR edition
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	Deputy 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	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	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	C	A	I	I	R	I	I	I		I	I	C	C	C			C				Updated policies and courses
Disseminating Intelligence Reports	C	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	C	A	C	C	C	C	R	C	C	C	C										Database updated
Run and maintain database	C	C	A	C	C	C	C	R			C	C										Database operational
Provide Access to authorized stakeholders	C	C	A	I	I	I	I	R	I	I	I	I										Information accessible
Upload COE-DAT activities to ePRIME, e-ITEP and ETOC	C	C	A	C				R	I		I	I	C	C								COE-DAT coueses, activities promoted
Collect LL related observations	C	C	A	C	C	C	R	C	C	C	C	C	C	C	C	C	C	C	C	C	C	CT related observations availaible
Analyze observations and develop “Lesson Identified” or “Best Practice”	C	C	A	C	C	C	R	C	C		C	C					C	C				Developed lessons identified
Initiate remedial action validate implementation	C	C	A	C	C	I	R	I	I	I	C	C	C	C								Correction for beter result
Develop and disseminate “Lessons Learned”	C	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	Deputy Director	Knowledge Dept. Head	E&T Dept. Head	Transformation Dept. Head	Chief of Planning Branch	Planning Officer	COE-DAT SMEs	COE-DAT SNRs	SC/SRC	NATO	ACT	TGS	Turkish Police	JALLC	Other COEs	GOs NGOs	Academic inst		INT ORGs
Programme of Work	C	C	C	C	C	A	R	C	C	I	I	I	I	I		C			I	Programme of Work
RFS System (TRANSNET)	C	C	C	C	C	A	R	C	C	I	C	C	I	I	C	C				Programme of Work
Leadership Meeting	C	C	C	C	C	A	R	I	I											Leadership Meeting Execution
Steering Committee Meeting	C	C	C	C	C	A	R	I	C	I	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

This Communication Plan outlines the strategies for effectively communicating within COE-DAT and with external stakeholders. It serves as a guide to ensure clear, timely, and consistent information exchange, supporting the Centre's objectives. The plan will be reviewed annually to ensure its relevance and to adapt to any changes in organizational needs or external factors.

Communication Objectives

1. Strategic Alignment – Ensure all communication supports COE-DAT's strategic objectives and adheres to center's mission and vision.
2. Information Exchange – Enable timely, accurate and efficient internal and external information flows to support collaboration and decision-making.
3. Reputation Management – Reinforce COE-DAT's CT Department Head (DH) role and foster new international collaborations.
4. Stakeholder Engagement – Strengthen ties with internal and external stakeholders, increasing their involvement in the Centre's activities.

Communication Values

1. To uphold COE-DAT's credibility, communications must be:
 - Truthful
 - Accurate
 - Timely
 - Aligned with the Centre's Mission and Vision
2. All messages should:
 - Be audience-specific in tone and format
 - Have a clear objective
 - Use the most appropriate channel
 - Be consistent with previous and future communications
 - Remain professional and respectful of allies and partner nation sensitivities

Key Communication Channels

1. Internal
 - Outlook Email & Calendar
 - Weekly Activity Screens
 - Shared Drives and Archives (AERs/AARs)
 - Virtual Tele-Conferences
 - SOP-guided Internal Meetings

2. External:

- Face-to-Face: Conferences, panels, and meetings with speaking notes and presentations
- Emails & Letters: Targeted, using tailored distribution lists
- Website: Official and public-facing updates (www.coedat.nato.int)

Editorial Planning

1. Align communication with strategic events (e.g., course cycles).
2. Use pre-approved content and structured timelines.
3. Avoid message contradictions; ensure cross-platform coherence.
4. Include visual content when possible.

Content Standards

1. All content must:
 - Be comprehensible, clear in purpose, and aligned across platforms
 - Include disclaimers when needed (per Bi-SC DIR 80-1)
 - Avoid controversial or sensationalist themes
 - Support corporate identity and brand advocacy

Social Media Policy

1. COE-DAT does have an official social media site. However, other organizations such as ACT and the TGS at times do post COE-DAT information on their social media threads. The COE-DAT PAO ensures COE-DAT associated posts by other organizations are:
 - Content must be truthful, non-offensive, and non-political
 - Align with COE-DAT's mission and vision
 - Are reported to the COE-DAT Director for approval prior to dissemination

Measurement and Evaluation

The PAO measures and evaluates COE-DAT communications by conducting the following activities.

1. Monitor:
 - Engagement (likes, shares, reach)
 - Stakeholder feedback
 - Website analytics
2. Focus on:
 - Message quality over quantity
 - Strategic alignment rather than popularity
 - Use findings to optimize delivery, not to dictate message substance

Key Stakeholders List

1. Internal Stakeholders:

- Counter-Terrorism Discipline Head Branch Chief (CT DH BC)
- Transformation Department
- Education & Training Department
- Planning & Operations Branch
- SMEs (Subject Matter Experts)

2. External Stakeholders

- NATO HQ Supreme Allied Command Transformation
- NATO International Staff Operations (OPS) Division Counter-Terrorism (CT) Section
- NATO International Staff Innovation, Hybrid and Cyber (IHC) Division
- NATO Allied Command Operations (SHAPE J5&J9)
- Other Centers of Excellence
- Turkish General Staff
- Sponsoring Nations
- NATO Nations

COE-DAT Communication Plan							
N.	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 & Operations Branch Chief	NATO IS OPS Division CT Section NATO IHC Division ACT HQ ACO HQ Other COEs	TDYs WG, Workshops Conferences	Yearly cycle	NATO Annual Discipline Forum TRA Report Review TNA Workshop Annual Discipline Conference NATO NITEC/IPB Conferences	TRA Revision, TNA Slide Deck, ADC Slide Deck, CT DAP

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2	Course development cycle	Course Development and Delivery BC CT DH BC Transformation Dept. Knowledge Dept. Planning & Operations Branch Chief	NATO IS OPS Division CT Section NATO IS IHC Division ACT HQs Other COEs Academic Advisors	Analysis of oral comments and written feedbacks forms from instructors and students. FATAPs, CT DAPs, Course After Action Evaluation Reports	March September	Curriculum Review Board-1 Curriculum Review Board-2	Draft Course Programs for next year DRAFT POW for next year COE-DAT Course Catalogue
3	Course delivery cycle	Course Development and Delivery BC CT DH BC Transformation Dept. Knowledge Dept. Planning & Operations Branch Chief	NATO HQs ACT HQs ACO HQs NATO Nations Other COEs Partner Countries		For each course delivered	Course Preparation Course Delivery Course Evaluation	Course Documents Course AARs Course Evaluations Course Statistics
4	NATO Exercise support cycle	E&T Department Exercise Support BC Planning & Operations Branch Chief SMEs	ACT HQs ACO HQs 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 Exercise AARs Exercise Evaluations Exercise Statistics
5	Annual Discipline Conference	Command Group E&T Department Transformation Dept. Knowledge Dept. Support Dept. Planning & Operations Branch Chief	NATO IS OPS / CT ACT HQs ACO HQs NATO Nations Other COEs Other CT COI	TDYs WKGs TNA WKSH ADC CONF	Every April	TNA Preparation, Delivery Course Evaluation	TNA Workshop Papers TNA Report Conference Papers Conference Evaluations Discipline Alignment Plan
6	Collecting Intelligence, Analysis of collected information, Disseminating Intelligence Reports	Command Group Knowledge Dept. Transformation Dept. E&T Department Planning & Operations Branch Chief	TGS INTEL Turkish Police JLLC Other COEs GOs NGOs Academic Institutions International Organisations	Reports Workshops Conferences BICES Internet	Continuously/Monthly	Collecting open source and classified information, Analyzing reports, open source and classified information, Publishing monthly intel report	Updated information

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7	Provide input for CD&E / Policy and course development	Knowledge Dept. Head Transformation Dept. E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning & Operations Branch Chief 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
8	Upload information to database	Command Group Knowledge Dept. Head Transformation Dept. E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning & Operations Branch Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	TGS INTEL	Reports Internet	Continuously	Upload data individually, or with the assistance of the database manager	Up to date database
9	Run and maintain database Provide Access to authorized stakeholders	Command Group Knowledge Dept. Head Transformation Dept. 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	Internet	Continuous	Analysis of database user's feedback, remedial actions, daily maintenance	Database operational

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10	Upload COE-DAT activities to ePRIME, e-ITEP and ETOC	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning & Operations Branch Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	ACT	Reports Internet	yearly/ continuous update	Collect, organise upload information	ETOC/ePRIME ITEP information accessible on internet
11	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 & Operations Branch Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	NATO INTEL ACT TGS INTEL JLLC OTHER COEs GOs NGOs ACADEMIC INST INT ORGs	Reports Workshops Conferences BICES Internet	Continuously	Collecting open source and classified information	Observation sheet
12	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 & Operations Branch Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	TGS INTEL JLLC OTHER COEs	Internet Telephone meetings	Continuously	Analyzing observations	Lessons Identified Best Practices

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13	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 & Operations Branch Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	ACT	Reports Orders	Continuously	Prepare proposals	Corrected procedures
14	Develop and disseminate "Lessons Learned"	Command Group Knowledge Dept. Head Transformation Dept. E&T Department Head Intelligence BC Chief Analysis and Lessons Learned BC Chief Planning & Operations Branch Chief Database Manager Public Affairs Officer COE-DAT SMEs COE-DAT SNRs	NATO INTEL ACT TGS INTEL JLLC OTHER COEs GOs NGOs ACADEMIC INST INT ORGs	Reports Workshops Conferences BICES Internet	Continuously	Prepare LL reports	Lessons Learned available
15	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 OPS Division CT Section NATO IS IHC Division 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

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16	Identify CT relevance & own capability	Concept & Policy BC Chief Transformation Dept. Chief Knowledge Dept. Head COE-DAT SMEs COE-DAT SNRs E&T Department Head Exercise Scenario Specialist Command Group	NATO IS OPS Division CT Section NATO IS IHC Division 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
17	Contribute to CT relevant policy & CD&E processes	Concept & Policy BC Chief Transformation Dept. Chief 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
18	Support experimentation / validation of new concepts	Concept & Policy BC Chief Transformation Dept. Chief 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
19	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
20	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 Planning & Operations Branch Chief Operations Officer	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

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21	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 AJPs and STANAGs papers
22	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
23	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
24	Referee process	Publication Section Head/Editor	(Well known) CT academic experts / referees (REF)	phone, email	as required		Referee Assessment Report, peer-reviewed DATR articles
25	Copy edit process	Publication Section Head/Editor	Copy editor (CE), Editor-in-Chief (EIC)	email, Face to face	as required	-	Copy-Edited Articles
26	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
27	Provide draft version for internal endorsement process / EC meeting	Activity Directors (AD) / Project Managers (PM) COE-DAT SMEs	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)
28	Final result endorsement process	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

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29	Publication / Distribution	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
30	Annual Shared Funds Budgeting	Command Group Fund Managers	Companies	E-Mail, Phone, Face to Face	Twice a year	SRC Meetings, Annual Contracts	COEDAT Budget
31	Annual NATO (ACT/MPD)	-	ACT MPD	E-Mail, Phone	3 times a year	Supported participants for COEDAT Courses	Participation, course and Admin Fee income
32	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
33	Contracting / Procurement	Fund Managers	Companies	E-Mail, Phone, Face to Face	When necessary	Annually and daily procurement for activity needs	Needs fulfillment
34	Payments/Banking Operations	-	Companies, Bank	E-Mail, Phone, Face to Face	When necessary	Payments for conducted activities	Payments
35	Moral and Welfare	Director Chief of Staff Support Dept. CIS BC Service Unit	-	Outlook, telephone, face to face	Annually, monthly, When necessary	Support Department meetings	International Day, Family Day, Apple Day, Happy Hours
36	Protocol Issues	Director Chief of Staff Support Dept. CIS BC PI & OPS BC Activity Support BC Budget Finance BC Chief Financial Controller	-	Outlook, face to face	When required	Execution Order from Planning BC	Providing Briefing Room
37	Newcomers Orientation	Quality Management Coordinator Department Chiefs Selected Staff COE-DAT Newcomer Staff Members	-	Face to face	When necessary	Newcomers Briefing, Newcomers Guide	Providing arrival and departure procedures

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38	Management of Central Registry	Director Chief of Staff Support Dept. CIS BC PI & OPS BC Logistic BC Legal Advisor	-	Formal letters, Outlook	When required	-	Establishing procedures for the correspondence
39	Centralizing of COE-DAT Staff Information	COE-DAT Staff Members	-	Formal letters, Archive	Daily, When necessary	-	Folders
40	TDY	Director Chief of Staff PI & OPS BC Budget Finance BC Chief Financial Controller	-	Outlook	When required	Leadership meetings, TDY List Form (Planning BC)	NATO Travel Order
41	Edu&Trg Activities CIS Systems Preparation& Execution	Command Group Knowledge 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
42	WebSite Designing And Management	Command Group Knowledge 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
43	Information Data Management	All COE-DAT Staff Members	TGS CIS, NCIA	E-Mail, Phone, Face to Face	Continuously	-	Network Systems, Shared Drive Folders
44	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
45	Procurement	Command Group Fund Managers Budget Finance BC Activity Support BC	Companies	E-Mail, Phone, Face to Face	When Necessary	Meetings, (Courses, Workshops and Conference)	Needs fulfillment

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46	Programme of Work	Planning and Operations 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	Continuously	POW Activity Plan Steering Committee	POW, Activity Plan, updated TRANSET
47	RFS System (TRANSET)	Command Group Knowledge Dept. Transformation Dept. E&T Department Support Dept.	Sponsoring Nations Framework Nations Requirements Authority ESCD Other COEs ACT NATO NATO Partners	TRANSET Website	Monthly	POW SC/SRC	POW
48	Leadership Meeting	Command Group Knowledge Dept. Head Transformation Dept. Chief E&T Department Head Support Dept. Head COE-DAT SNRs Planning & Operations Branch Chief Operations Officer Quality Management Coordinator Financial Controller Legal Advisor	-	Meeting	Weekly	POW, Activity Plan, Steering Committee, TRANSET, QA	Leadership Meeting Notes, Updated Activity Plan, Updated POW, QA Policy, QA Self Assessment Report
49	Steering Committee Meeting	Command Group Knowledge Dept. Head Transformation Dept. Head E&T Department Head Support Dept. Head COE-DAT SNRs Planning & Operations Branch Chief Operations Officer 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

ANNEX-C to
COE-DAT QA Policy

50	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
51	Long Range Planning Conference	Planning and Operations Command Group E&T Department Transformation Dept. Knowledge Dept. Support Dept.	NATO IS OPS Division CT Section NATO IS IHC Division ACT HQs ACO HQs NATO Nations Other COEs Other CT COI Academia	Conference	March	FATAP SOP 306 LRPC Five Year Plan Template Preparation	a. Synchronization of activities using of 5 year planning template b. Refinement and development of research and publication projects c. Prioritization of future year research and publication projects d. Exploration of future collaboration opportunities with strategic relationships e. Alignment with Global Programming and E&T activities

ANNEX-C to
COE-DAT QA Policy

52	Activity Update Meeting	Planning and Operations Command Group E&T Department Transformation Dept. Knowledge Dept. Support Dept.	-	Meeting	twice a month, as required	SOP 303 Working Principles of the Operations and Planning Activity Planning Timelines Approved activity budget (proforma) Cost estimates Communication plan Previous changes to project baseline Course Control Documents (CCDs) for E&T Courses Previous year AAR comments & Lessons Learned for related activities	<ul style="list-style-type: none"> • Approval/Disapproval of activity related decisions • Record of changes to activity plans & timelines • Planning Guidance from Command Group
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ANNEX D
To COE-DAT QA POLICY

Annual Quality Assurance Review Plan

Task	Planned	Responsible	Contributor	Remarks
NSO Quality Assurance Course	JAN-NOV	QM and QMC	QM/QMC	
Annual QA Report	FEB	QM and QMC	ALL (QMT)	Annually
Review of QA Policy	-	QM and QMC	ALL (QMT)	Annually
Review of Strategic Plan	-	QM and QMC	ALL (QMT)	Annually
Annual Discipline Forum	FEB	Senior CT DH	DH	Annually
Curriculum Review Board	MAR-SEPT	E&T DEP, DH	ALL	Annually
TNA	JUNE	CT DH Coordinator	DH	Annually
ADC	APR	CT DH Coordinator	DH	Annually
Budget Plan	NOV SRC	FINCON	ALL	Annually
Programme of Work	NOV	OPS Branch	ALL	Annually
1 st Steering Committee/Steering Resource Committee of the year	MAY	OPS Branch	ALL	
Newcomers Orientation Training	SEP-FEB	QMC	ALL	Biannually
QA Forum	OCT	QM/QMC	QM/QMC	Annually
NITEC and IBP Conferences	OCT / NOV	CT DH Coordinator	DH	
2 nd Steering Committee/Steering Resource Committee of the year	NOV	OPS Branch	ALL	
Annual TDY List	OCT	OPS Branch	ALL	Annually