

# **NATO STABILITY POLICING CENTRE OF EXCELLENCE**



## **QUALITY ASSURANCE POLICY**

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**1. Purpose.** The purpose of this document is to describe the NATO Stability Policing Centre of Excellence (NATO SP COE) Quality Assurance (QA) Policy and the descendant strategy of implementation. This policy is a NATO SP COE intellectual property.

**2. Background.**

**a. Historical notes of the NATO SP COE**

The NATO SP COE was formally established, on 9<sup>th</sup> April 2015, when the Memorandums of Understanding (MoU) ruling the internal functioning of the NATO SP COE, the chain of command (CoC), the external relations and the functional relations with the Allied Command Transformation (ACT), entered into force. The MoUs for the establishment of the COE had been signed by the Framework Nation (Italy), the Sponsoring Nations (Czech Republic, France, The Netherlands, Poland, Romania, Spain, Turkey) and ACT. On 4<sup>th</sup> October 2018, Greece joined the COE.

The entry into force of the MoUs represented also the formal beginning of works by the NATO SP COE to support the transformation and the innovation of the Alliance, albeit not yet official part of the NATO (References A and B).

On 9<sup>th</sup> December 2015, the North Atlantic Council (NAC) endorsed the activation of the NATO SP COE as a NATO military body under the provisions of the Paris Protocol issued on 28 August 1952, thus officially accrediting the Centre as the Alliance hub of expertise in the field of Stability Policing (SP).

The NATO SP COE supports cooperation and interoperability by providing a single location for subject matter experts (SMEs) working for the benefits of the Alliance, NATO Nations and Partners. It also provides best practices and usage of available resources and infrastructure, in close cooperation with national and international military and civilian entities and experts, by serving as a focal point to a Stability Policing Community of Interest.

The NATO SP COE is designed to perform tasks in support of the mission pillars of NATO COEs (Lessons Learned and Analysis; Training and Education; Concept and Doctrine Development and Experimentation; Standardization and Expertise). In this context, in order to enhance NATO's capabilities in the field of SP, the following branches are envisioned: "Doctrine and Standardization", "Education and Training" and "Lessons Learned".

## **b. Stability Policing**

Stability Policing is the evolution of the idea supporting the NATO Multinational Specialized Units (MSU), military units possessing civil police capabilities, which have been deployed to several theatres of operations over the past two decades.

The need for the NATO to be endowed with a military capability of civil police clearly emerged during the SFOR operation in Bosnia and Herzegovina. In 1997, the Allied Command Europe identified the so called "security gap" in the field of public order and security.

The gap was bridged by the ad - hoc established NATO MSU, a military unit capable of performing some of the typical tasks of a civil police. The MSU was mainly formed by gendarmerie forces. Since then, this model has been implemented several times and the deployed MSUs have received the contribution of the MP and of infantry forces trained for the specific mission.

The concept of military forces performing police duties to cover the "security gap" has evolved up to the current concept of Stability Policing.

SP has been defined through the NATO Terminology Programme as *"Police-related activities intended to reinforce or temporarily replace the indigenous police in order to contribute to the restoration and/or upholding of the public order and security, rule of law, and the protection of human rights"* and it has been captured in the NATO doctrine elaborated through the NATO standardization process (References C and D).

SP can encompass the temporary replacement or the reinforcement of indigenous police forces and can be conducted throughout all phases of a conflict, defusing the causes of a conflict, during a war and in a post-warfare environment. Thus, stability policing activities can support the prevention of crisis escalation into a major engagement or the re-ignition of combat activities after the conflict.

SP is not a solely military matter but it is part of a comprehensive approach to crisis management. Therefore, a combination of military and non-military actors can be engaged to achieve these goals.

As stated in the 2016 Warsaw Summit Declaration (Reference E), the Allies *"seek to contribute more to the efforts of the international community in projecting stability and strengthening security outside our territory, thereby contributing to Alliance security overall."* The concept of SP fully meets this commitment as the civil-military character of Stability Policing and the unique expertise, experiences, and capabilities provided by gendarmerie-type forces, military police forces, any military force with tailored training or civil organizations with peculiar policing capabilities existing in many Alliance Member States, are key enablers to project stability.

## **c. Vision and Mission of the NATO SP COE**

The Concept at Reference F, released by the NATO SP COE Steering Committee, identifies the vision and the mission of the Centre:

The **Vision** of the NATO SP COE is:

- (1) *to operate as a prime mover to increase contribution to the Alliance stability and reconstruction efforts in conflict and post conflict scenarios;*
- (2) *to provide a unique capability to Alliance, NATO Nations, NATO Partners and International Organizations in the area of SP.*

The **Mission** of the of the NATO SP COE is *to be an internationally recognized focal point and a hub of expertise for a Community of Interest (Col) in the field of SP.*

Their pivotal elements are:

- (1) *the subject matter, which is Stability Policing;*
- (2) *the operational environment: crisis, conflict and post conflict scenarios, with specific focus on stabilization and reconstruction.*

The role of the NATO SP COE, which is:

- (1) *to be the holder of a unique capability in the area of Stability Policing;*
- (2) *to operate as a prime mover in the specialty;*
- (3) *to be an internationally recognized focal point and hub of expertise in the specialty.*

*The beneficiaries are:*

- (1) *the Alliance;*
- (2) *the Framework Nation and the Sponsoring Nations (FN/SNs);*
- (3) *the Community of Interest in the specialty, made up of the above mentioned and of NATO Nations and Partners and International Organizations.*

#### **d. Role and Functions**

The NATO SP COE aims to:

- (1) *serve Alliance, NATO Nations and NATO partners' long term interests by combining efforts, increasing interoperability, standardization and effectiveness in support of capability development in the SP area;*
- (2) *facilitate the comprehensive approach and make the best use of combined experience and capabilities of all Sponsoring Nations and Contributing Partners;*
- (3) *provide subject matter expertise and advice on requests pertaining to SP;*
- (4) *contribute to doctrine and concept development or related documents in the SP area for Alliance, NATO Nations, NATO partners;*
- (5) *provide SP focused education and training to individuals from military and civilian staff level up to the leadership, as well as units and teams;*
- (6) *provide mobile training team and subject matter experts to facilitate education and training of national and multinational military and civil units;*
- (7) *provide support to the planning and conducting of SP exercise and experimentation for Alliance, NATO Nations and NATO partners;*
- (8) *provide an SP repository for international, national and NATO shared information, analysis and lessons learned, in close cooperation with Joint Analysis and Lessons Learned Centre (JALLC).*

**e. Activities**

The NATO SP COE plans, organizes and conducts the following activities in order to perform the above written functions:

- (1) Education and training (residential courses, Mobile Education and Training Team, e-learning, etc.)
- (2) Doctrine and concept development workshops and conferences for Alliance, NATO Nations, NATO partners;
- (3) Exercise and experimentation;
- (4) Lessons learned evaluations and analysis;
- (5) Academic research and projects;
- (6) Participation in SP related committees, boards and working groups;
- (7) Production of SP related publications;
- (8) Other activities as requested and approved by the NATO SP COE Steering Committee.

**f. The overall management of activities**

The NATO SP COE shall cater for:

- (1) Administrative issues;
- (2) Logistic support issues;
- (3) Safety and security issues;
- (4) Financial issues;
- (5) Legal issues;
- (6) Public information issues.

**3. The foundation of Quality Assurance within the NATO SP COE.**

**a. Scope of the QA policy**

The present policy applies to processes and products pertaining to the E&T functional area of the NATO SP COE.

The latter is comprehensive of the E&T Branch (as the E&T governing articulation of the COE), of the E&T Branch processes and products, as well as of the NATO SP COE internal processes and products supporting E&T, respectively, implemented and delivered by the Directorate, the Doctrine and Standardization (D&S) Branch and the Lessons Learned (LL) Branch.

The NATO SP COE, indeed, understands that the NATO Quality Management System (QMS) is E&T – centric but not confined to it. Assuring quality to the NATO SP COE E&T products entails assuring quality also to the processes and products supporting the E&T products, implemented and delivered by the other organization structures of the Centre.

Furthermore, the principles set in the present policy constitute the benchmark for all non – E&T related processes and products implemented and delivered by the Directorate, the D&S Branch and the LL Branch.

**b. Vision of the QA within the NATO SP COE**

The NATO SP COE has been established to be the hub of expertise of NATO in the subject matter of SP in order to contribute to the Alliance's transformation and innovation. In this regards, the NATO SP COE has the ambition to become the point of reference within the Alliance and the Col in the specialty of SP, as above defined.

Education and Training support the above mentioned ambition. Therefore, the NATO SP COE is committed to attain the highest quality in Education and Training through continuous quality improvement of existing and future E&T products, which shall reflect the best possible quality in their engineering, designing and delivering, being the latter inclusive of the best possible quality of teaching methodology, teaching contents, and logistic support to students, meeting NATO requirements. The quality of products is confirmed by the customers' satisfaction.

This implies a comprehensive effort of all the COE, which needs to foster a quality - focused culture within all its articulations.

In order to meet the desired level of quality, the NATO SP COE has established processes and procedures, affecting all COE, which meet the NATO criteria of the QMS.

The NATO SP COE is committed to make the culture of quality part of the individual and professional development of all COE personnel so that they can contribute to the enhancement of the quality of the FN/SNs and sending Organizations, after their end of tour of duty at the Centre.

The three – year Strategic Plan (Reference G), that the NATO SP COE has endowed itself with since its accreditation, is part of the effort to achieve quality and shall reflect the implementation of the present QA policy.

**c. Principles governing the QA within the NATO SP COE**

QA within the NATO SP COE is governed by the following principles:

- (1) QA is E&T – centric but it shapes the whole COE. This implies the development of a culture, throughout the COE, that recognizes the importance of quality in the Centre's work. The range of applicability of the present QA policy supports this principle.
- (2) A quality - focused culture is multifaceted. It is formed of several interacting elements: a vision of quality, shared quality values throughout the COE, a steering Leadership, and an effect – based quality approach.
- (3) A quality - focused culture must positively affect all COE personnel and their national organizations. All personnel must be committed to quality. All personnel must gain personal and professional improvement from it for the benefit of the COE and that of the FN/SNs.
- (4) Effect – based quality policy. Quality within the NATO SP COE is focusing on products and customer satisfaction. Processes and proportionate resources are the only tools to achieve the desired level of quality of products and satisfaction of customers. Therefore, the NATO SP COE controls all processes and allots proportionate resources in order to achieve the desired goal of supplying accurate products and having our customers satisfied with them.

(5) Structuring and standardizing processes in order to achieve effectiveness and efficiency is a value as it helps all personnel think the same way.

(6) Overstructuring and overstandardizing are disvalues. Simplicity, flexibility and adaptability are the values that structuring and standardization of processes must be assessed against.

(7) Simplicity is a value. Processes must be very simple and as few as possible.

(8) Flexibility and adaptability. The goal of supplying accurate products and having our customers satisfied with them requires flexibility and adaptability of behaviours, processes and organization structure, over the time. A "one fit all" policy is not applicable.

#### **4. Quality Management System.**

##### **a. Definition**

A QMS is a complete set of quality standards, procedures and responsibilities, which explains and covers all phases of the courses/activities (including all aspects of support: e.g. administrative and logistic issues), from identifying and meeting the stakeholders/internal requirements to planning, implementing, monitoring and reviewing to improve. A QMS has four dimensions each with its own purpose, depth and scope derived from quality related practice. The four dimensions of a QMS are as follows:

- (1) **Inspection.** Inspection is implemented mainly for identifying and correcting errors before they may cause problems.
- (2) **Quality Control (QC).** QC is a systematic approach to identifying and rectifying problems at each step of the process.
- (3) **Quality Assurance (QA).** QA widens the responsibility for quality to include other functions beyond the main/direct activities (e.g., the impact of support functions). The focus is the overall quality of the output and is aimed at preventing errors, mistakes and defects.
- (4) **Quality Management (QM).** QM is a way of thinking and working with emphasis on reaching quality in the best way. A Continuous Improvement Process (CIP) is an essential element of QM and is embedded within a QMS.

##### **b. Organization**

All members of the NATO SP COE are aware of the QMS. Parallel to this, all members are responsible for conducting the QA efforts; for identifying and reporting any observed quality issues and for recommending corrective actions.

In order to maximize the synergies of the NATO SP COE by developing, increasing and maintaining standards and quality for all QA related topics, the Quality Management Team (QMT) was established within the NATO SP COE. The role, tasks and responsibilities of the QMT are defined in the Terms of Reference of Quality Management Team (Reference H).



The QMT is composed of "Permanent Members" and "Members on Call" (e.g. IT Manager CIS Security Officer). The permanent members supervise all NATO SP COE personnel who carry out the activities at any different steps of analysis, design, development, implementation and evaluation phases.

The NATO SP COE's Organization Chart is shown in Figure 1. (The red frame shows the permanent members of QMT)

**Permanent Members:** (*Quality Manager*: Deputy Director; *Quality Management Team Coordinator*: LEGAD; *Secretary*: Public Affairs Officer; *Members*: Heads of Branches, Chiefs of Sections within the Directorate).

**Members On Call:** Members participate in accordance with specific needs.

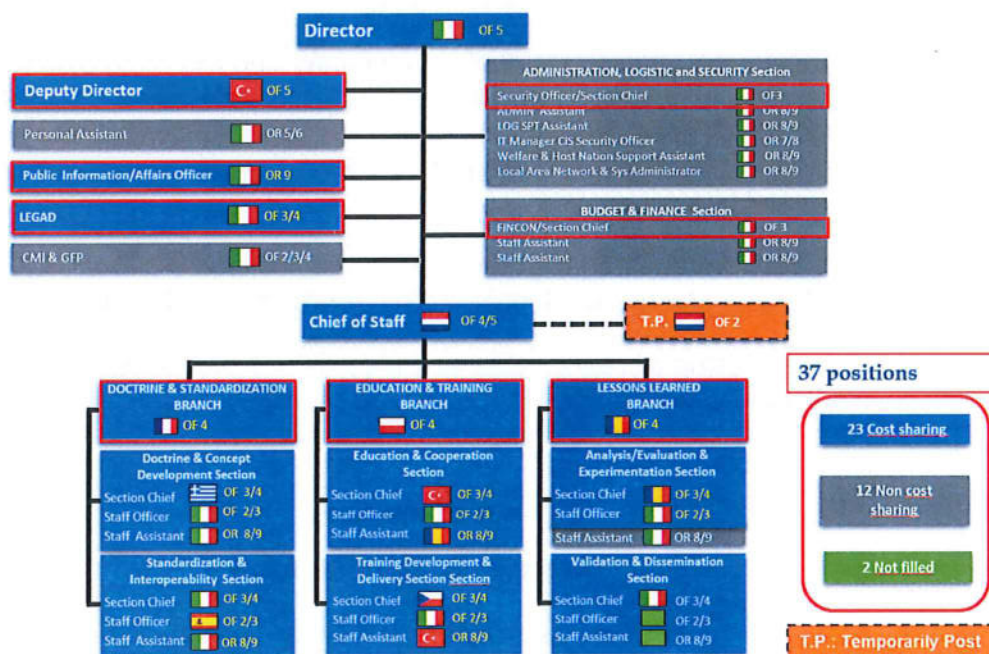


Figure 1. The NATO SP COE Organizational Chart  
(The red frame shows the permanent members of QMT)

### c. Roles and Responsibilities

All personnel of the NATO SP COE, conducting the daily work / participating in / contributing to / supporting a course or an activity, are responsible for QA efforts.

JDs set out the individual roles and responsibilities. It should be kept in mind that specific positions have higher or peculiar responsibilities.

#### (1) Director

Director is responsible for overseeing all QA efforts within the NATO SP COE, including the development, implementation, monitoring and reviewing of the QA Policy through the CoC. Thus, Director supervises the Quality Management System of the NATO SP COE. For this purpose, Director appoints and delegates QMT to act within the QA Policy and other relevant guidelines.

## **(2) Quality Management Team (QMT)**

The QMT supports Director in his/her role as the NATO SP COE QMS person in charge.

QMT ensures main effort of the implementation of QA processes and procedures. The QMT members are responsible for:

- (a) The development, implementation, evaluation and maintenance of essential QA documented Branch/Sections responsibilities, core processes in Standard Operating Procedures (SOPs), working manuals and other products;
- (b) Proposing, preparing and updating documentation, basing those processes on a recognized standard;
- (c) Defining appropriate quality monitoring and inspection tools, as well as software, to support the Branch/Section development; assessment of ongoing activities, evaluations for continuous improvement and corrective measures, aiming at reducing the number of shortcomings and improving the level of quality;
- (d) Reviewing data (single and sequence) collected through the evaluation process to identify quality trends and/or challenges;
- (e) Analysing all related data and records of a product/service for recommending changes for processes or quality system control to eliminate identified challenges or problems;
- (f) Preparing the "Annual QA Report".

### **1/ Deputy Director (*Quality Manager*)**

The Deputy Director as a Quality Manager is responsible for;

- a/ Overseeing and coordinating the preparation/updating of QA Milestone Chart and its implementation;
- b/ Coordinating and improving the QA efforts between branches and Directorate;
- c/ Leading the QMT and chairing the meetings;
- d/ Managing the monitoring, updating and improving of SOPs as required;
- e/ Reporting the results of the QMT meetings to the Director.

### **2/ Public Affairs Officer (PAO) (*Secretary*)**

The Public Affairs Officer is in charge of;

- a/ Providing advices to the NATO SP COE personnel on all Public Information (PI) and Public Affairs (PA) issues affecting the NATO SP COE's mission;
- b/ Planning and conducting PI and PA aspects of exercises, developing PI&PA Guidance and training for the NATO SP COE personnel;

- c/ Drafting and publishing the internal / external communications products, and conducting community relations activities;
- d/ Preparing the minutes (including decision and action points) and agenda of the QMT meetings.

**3/ Legal Advisor (LEGAD) (*Quality Management Team Coordinator-QMTC*)**

The Legal Advisor as a QMTC is in charge of;

- a/ Conducting QA tasks under the supervision of the Quality Manager;
- b/ Co-chairing the QMT meetings;
- c/ Contributes to the development of internal policy, guidance and procedures.

**4/ Admin, Log and Security (ALS) Section Chief**

The ALS Section Chief is responsible for;

- a/ Providing advices on all administrative and security issues affecting the mission of NATO SP COE;
- b/ Putting into operation the administrative and security functions (including personnel, supply, services, transportation, lodging and meals) to successfully conduct qualified courses/activities.

**5/ Budget & Finance (BUDFIN) Section Chief**

The BUDFIN Section Chief, as financial controller, is in charge of supervising, directing and controlling the NATO SP COE budget and finance issues in accordance with Financial Accounting Procedures (FAP) regarding the COE's actual needs and priorities.

**6/ Doctrine and Standardization (D&S) Branch Head**

The D&S Branch Head is responsible for;

- a/ Developing doctrines, publications, standards, procedures and other documents in the field of Stability Policing;
- b/ Supporting and contributing to the development and validation of NATO and national policies, doctrines and concepts which require Stability Policing expertise.

**7/ Education and Training (E&T) Branch Head**

The E&T Branch Head is in charge of;

- a/ Cooperating with Requirement Authority (RA) and Department Head (DH) in order to develop solutions for educational gaps and coordinate their implementation;

- b/ Developing, delivering, monitoring and reviewing courses, workshops, seminars, supporting SP for NATO operations;
- c/ Providing education and training;
- d/ Organizing and coordinating support of SP SMEs for NATO requirements in order to implement SP aspects;
- e/ Managing processes of improvement in the area of education and training;
- f/ Supporting SMEs in their tasks of examining and assessing the observations and the analysis of reported Lessons Identified (LI) and collected from real work operations, exercise and experiments;
- g/ Engaging in mutual cooperation with other COEs, other International Organizations and institutions dealing with SP activities.

#### **8/ Lessons Learned (LL) Branch Head**

The LL Branch Head is responsible for;

- a/ Gathering information to Lessons Identified (LI) and LL from National military and SP Institutions and those of the Alliance and NATO Partners;
- b/ Analysing and studying LI, LL and best practices (BP);
- c/ Disseminating, sharing and publishing LL;
- d/ Ensuring LI, LL and BP are incorporated into the NATO SP COE curriculum;
- e/ Working in close cooperation with JALLC and SP related organizations;
- f/ Acting as repository for LL and BP in SP Operations.

#### **(3) Chief of Staff**

The Chief of Staff is in charge of;

- (a) Checking and coordinating the correct implementation of the relevant procedures of branches;
- (b) Deputizing for the Quality Manager when the Deputy Director is absent.

#### **(4) Course Director (CD)**

The CD is responsible for;

- (a) The proper preparation, conduct and review of courses, including coordinating all aspects of support;
- (b) Executing Course Battle Rhythm;
- (c) Ensuring all quality assurance steps specified in SOPs;
- (d) Participating in coordination meetings and handling instructors training sessions and cycles of their repetition;
- (e) Collecting efficiently student tests/performance assessments, lecturers/instructors/facilitators evaluation and assessment forms, student feedback forms, internal evaluator observation checklist, supporting elements feedback, and observations during courses;

- (f) Preparing After Action Report which will include the lessons learned and best practices observed, implemented before and during courses, as well as recommendation steps for the continuous quality improvement of future courses;
- (g) The content development.

**(5) Course Assistant (CA)**

The CA is in charge of;

- (a) Supporting the CD;
- (b) Monitoring individual registration of course participants, provision of participants' administrative guidelines.

**(6) Activity Officer of Primary Responsibility (OPR)**

The Activity OPR is responsible for;

- (a) The overall organization of the event towards the Director;
- (b) Ensuring all quality assurance steps specified in SOPs;
- (c) Analyzing possible timeframe/agenda/calendar/plan and the initial requirements in terms of budget, manpower, logistics etc., if the task/project requires multiple events/activities;
- (d) Identifying external coordination requirements and initiate contact/coordination through the CoC;
- (e) Arranging meeting with NATO SP COE staff for the coordination of efforts (coordination meeting);
- (f) Managing activities, with the support of the concerned COE staff;
- (g) Keeping records of discussions/decisions;
- (h) Filling-in the After Action Report.



Process	NATO SP COE External Stakeholders														
	RA	DH	NATO Members and Partner Countries	ACT	ACO	COEs	Military/ NATO Schools	Academies Universities Schools Institutes International Organizations (EU, INTERPOL, etc.)	Host Nation	Framework Nation and Sponsoring Nations	CoESPU	EGF	Supervisors of Students	Lecturers	Students
Analysis	DE	DE	PA	DE CO S	PA S	PA	PA	PA	PA	PA	PA	PA			
Design	DE	PA S	PA	DE	PA S	PA	PA	PA	PA	PA	PA	PA			
Develop		CO	PA	CO	S	S			PA S		PA S	PA			
Implement			PA	PA PR	PA	PA	PA	PA	PA S	PA	PA S	PA			
Evaluation	PA	PA	S	PA	PA	PA	PA	PA	S	PA	PA / S	PA	PA	PA	PA
Contribution to the Exercises	DE	CO	PR	CO S	DE	CO	S	S	S	S					
Providing SP LL Capability / Contribution to LL development			PA S	DE CO S (with JALLC)	DE CO S	PA	PA	PA S	PA S	PA S	PA S	PA S			
Concept and doctrine development			PA S	DE CO S	DE CO S	PA S	S	S	PA S	PA S	PA S	PA S			

Staff Development		PR / S	DE	S	PR	PR	PR	PR	PR / S	PR	PR		
CO: COORDINATE	DE: DEFINE	PA: PARTICIPATE	PR: PROVIDE	S: SUPPORT									

Table 2: External Stakeholders and Processes

External stakeholders are Organizations and individuals that interact with the NATO SP COE. External stakeholders and target audiences will be routinely informed about all courses/activities and they will be offered opportunities to be appropriately involved in the process.



## **5. Implementation Strategy.**

### **a. General**

The main effort of NATO SP COE is to reach the highest quality in courses and activities by a continuous improvement with the support of branches, sections and personnel. In order to meet this desired level of quality, NATO SP COE sets up processes and procedures which reflect NATO Quality Standards and the goals of NATO SP COE's Strategic Plan.

The courses/activities must be effective, efficient and affordable. Effectiveness means "reaching the goal", which implies doing the right things; efficiency means "reaching the goal in the most appropriate way and with a minimum expenditure of time and effort", which implies doing things right. To reach these aims, courses and activities are structured and systemic as well as in alignment with the NATO Quality Standards. In this context, all processes and products of the NATO SP COE must comply with a common set of quality standards identified by the Quality Management System (QMS).

This QA policy provides the framework for the achievement of quality courses/activities including all aspects of support. It is nested within the QMS.

During the quality process, all four dimension of the QMS are involved: Inspection, QC, QA and QM.

**Inspection:** Inspection is the first stage of evolution of quality approach. The inspection includes self inspection, monitoring of instructors, inspection of facilities and corrective action during the course. The tools used for inspection are checklists.

**Quality Control:** The goal of QC is to identify defects after a product is developed and before it is released. QC usually is followed by a pre-established checklist.

Therefore, inspection and quality control are:

- a reactive process;
- present or past oriented;
- usually under the responsibility of a specific person;
- a corrective tool;
- product oriented.

**Quality Assurance:** The goal of QA is to improve development and test processes so that defects do not arise when the product is being developed.

Quality assurance is:

- a proactive process;
- future oriented;
- the responsibility of all personnel;
- a managerial tool;
- process oriented.

**Quality Management:** QM reflects the NATO SP COE's processes, manning and available resources, reinforcing the continuous improvement. Essential elements for QM are as follows:

- Meeting the needs and expectations of customers;
- Covering all parts of the NATO SP COE;
- Involving every person in the NATO SP COE;
- Examining all aspects related to quality;
- Aiming at "right the first time" by designing-in quality rather than inspecting for it afterwards;
- Developing systems and procedures which support quality and continuous improvement.

#### b. Implementing, Monitoring and Reviewing

The QMS is continuously applied to the courses/activities and all life cycle processes. In order to provide continuous improvement of Quality Management system, there are 4 key points, as shown in Figure 2:

- **Requirement Authority** as a customer;
- **Department Head** as coordinator;
- **The NATO SP COE** as a provider;
- **Courses/activities** as a product or service.

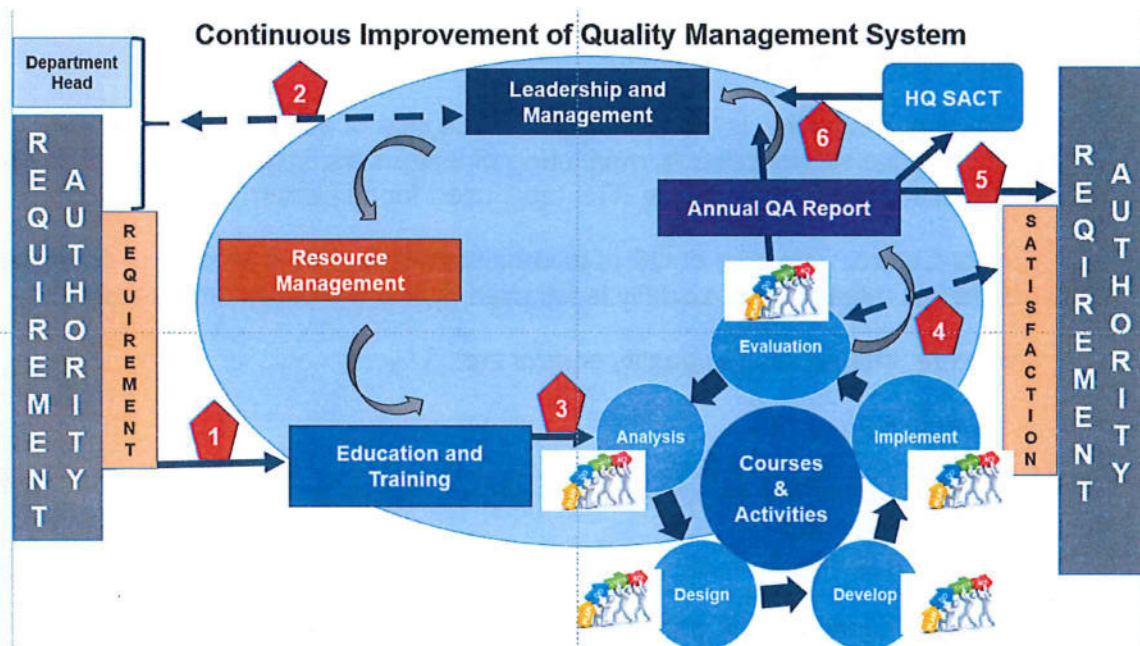


Figure 2. Continuous Improvement of Quality Management System

**Step 1:** Requirements on courses or activities can be transferred and estimated by the RA (in accordance with Global Programming) or defined internally.

**Step 2:** In order to meet the requirements, the leadership and E&T Branch discuss about personnel and resource management and finally coordinate with RA and DH.

**Step 3:** If the NATO SP COE decides to deliver courses/activities, E&T Branch (or related branch/section/personnel) start to define and deliver the solution following the analysis, design, development, implementation and evaluation phases (ADDIE)

with the support of other branches and the Directorate. Each phase follows the plan, do, check and act cycles (PDCA Cycle). Some activities can be lead by the other branches or the Directorate, in these cases they will follow the same principles.

**Step 4:** During internal/external evaluation phase, the NATO SP COE measures the satisfaction of RA.

**Step 5:** In order to provide continuous improvement, the NATO SP COE prepares the Annual QA Report which includes results from evaluations/surveys and previous corrective or preventive measures and other identified improvements (if required), results of course reviews, resource requirements etc. and this is sent to the Headquarters Supreme Allied Commander Transformation (HQ SACT) and RA.

**Step 6:** According to the results of internal/external evaluations and surveys, the NATO SP COE updates/redefines processes and procedures. The HQ SACT provides recommendations and best practices by sending an evaluation report.

By following these steps, the NATO SP COE maintains quality improvement of courses/activities through continuous improvement which is summarized in Figure 3.

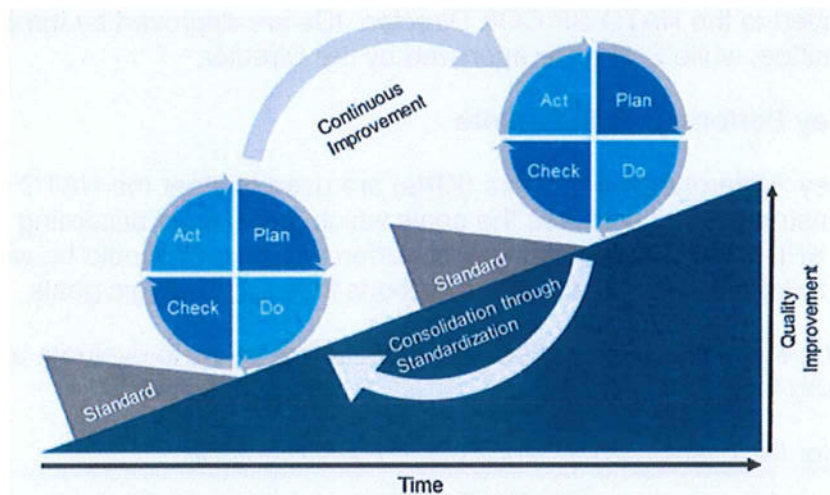


Figure 3. Quality Improvement

The QMS is supported by documents that describe the policy, the system, the structure, the responsibilities, the jobs/functions and outlines procedures. The main supporting documents of the QMS are the Concept of the NATO SP COE, the Doctrine for Stability Policing, the NATO SP COE Strategic Plan, Quality Assurance Policy, Self Assessment Report, Annual Quality Assurance Report, Programme of Work (POW), Job Descriptions (JDs), SOPs.

The NATO SP COE is organized and works according to the NATO SP COE Concept (Reference F) agreed by the FN and SNs. Any change, proposed by the Centre or by the nations, should be endorsed by the Steering Committee.

The Doctrine is elaborated through NATO standardization processes, to which the NATO SP COE contributes.

The NATO SP COE Strategic Plan is reviewed annually and re-elaborated every 3 years.

The QA Policy directly reflects the contents of the NATO SP COE Concept, the NATO SP COE Strategic Plan, the POW, the JDs and the SOPs. Moreover, the Policy may be affected by NATO documents. Therefore, the Policy is reviewed in accordance with their revisions. This process of the QA policy improvement will be conducted constantly by the QMT and will be annually concluded during the first QMT meeting in November.

The POW is prepared annually and is submitted to the Steering Committee for approval. The POW is built out of four sorts of inputs:

- NATO Requests for Support;
- Inputs from Sponsoring Nations and other entities;
- Inputs from the NATO SP COE (including Personnel Development Plan);
- Unforeseen activities (ensuring flexibility).

Tasks and processes are identified and supported by the related JDs and SOPs. They are updated/revised by the internal process if necessary (examples of reasons to update: new positions, staff proposals, high level regulations, etc.) and submitted to the NATO SP COE Director. JDs are approved by the Steering Committee, while SOPs are approved by the Director.

### **c. Key Performance Indicators**

Key Performance Indicators (KPIs) are used to steer the NATO SP COE as they demonstrate how it achieves the goals which are defined according to the Strategic Plan. KPIs focus on the most critical performances and should be well-determined in order to take the right steps and/or actions to reach strategic goals.

The NATO SP COE defines the KPIs at two levels to evaluate achievements at reaching targets;

- for the overall performance of the NATO SP COE;
- for the performance of branches/sections/individual positions.

An effective KPI must be **SMART**:

- **S**pecific;
- **M**easurable;
- **A**cceptable;
- **R**ealisable;
- **T**ime-based.

KPIs need to be defined according to critical objectives. The following questions will help to define a KPI<sup>1</sup>:

- What is your desired outcome?

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<sup>1</sup> <https://www.klipfolio.com/resources/articles/what-is-a-key-performance-indicator>



- Why does this outcome matter?
- How are you going to measure progress?
- How can you influence the outcome?
- Who is responsible for the outcome?
- How will you know you've achieved your outcome?
- How often will you review progress towards the outcome?

KPIs should be measured and tracked on a regular basis, and will be updated in accordance with identified needs. KPIs are defined in the Annex B.

The Chief of Staff is responsible to update KPIs. The update process is as follows:

- (1) Starting from the first working day of January, every 2<sup>nd</sup> month (March, May, July, September, November, and December) 'reached value' are being sent by the Branches and Directorate to the COS.
- (2) The figures are inserted in the KPI monitor by the COS;
- (3) During the first Command Group Meeting following the mentioned dates, the figures are presented. As a result of the analysis of these figures, the Director takes the decision if it is necessary to take action(s) or not;
  - No action:  
The process continues;
  - Action:  
The QMT is asked for a proposal on how to take action(s) on the subject;  
The proposal is sent to the command group;  
The command group discuss the proposal;  
The Director decides about the next action(s).

## 6. Quality Assurance Review Cycle.

The NATO SP COE follows the plan, do, check and act cycles (PDCA Cycle) at each phase of its courses and activities.

The NATO SP COE establishes **(PLAN)**, implements **(DO)**, reviews **(CHECK)** and maintains **(ACT)** internal processes and procedures to reach strategic goals by delivering high quality courses/activities through continuous improvement. In this regard, the NATO SP COE considers the following core areas:

- a. **Professional development and motivation** of the NATO SP COE personnel;
- b. **Definition and delivery** of courses/activities;
- c. All aspects of a course / an activity **support**;
- d. **Student assessment**;
- e. **Information and knowledge management**;
- f. **Public information**.

Regarding the principle "doing right things, at the right time", the NATO SP COE defines QA review after each course or activity.

QA review is a self-assessment process and the aim of review is to identify the need for changes and improvements (Figure 5):

- to update the documents which are effected by, or effect, the QA policy;
- to identify new and ongoing shortfalls;
- to identify solutions and best practices.

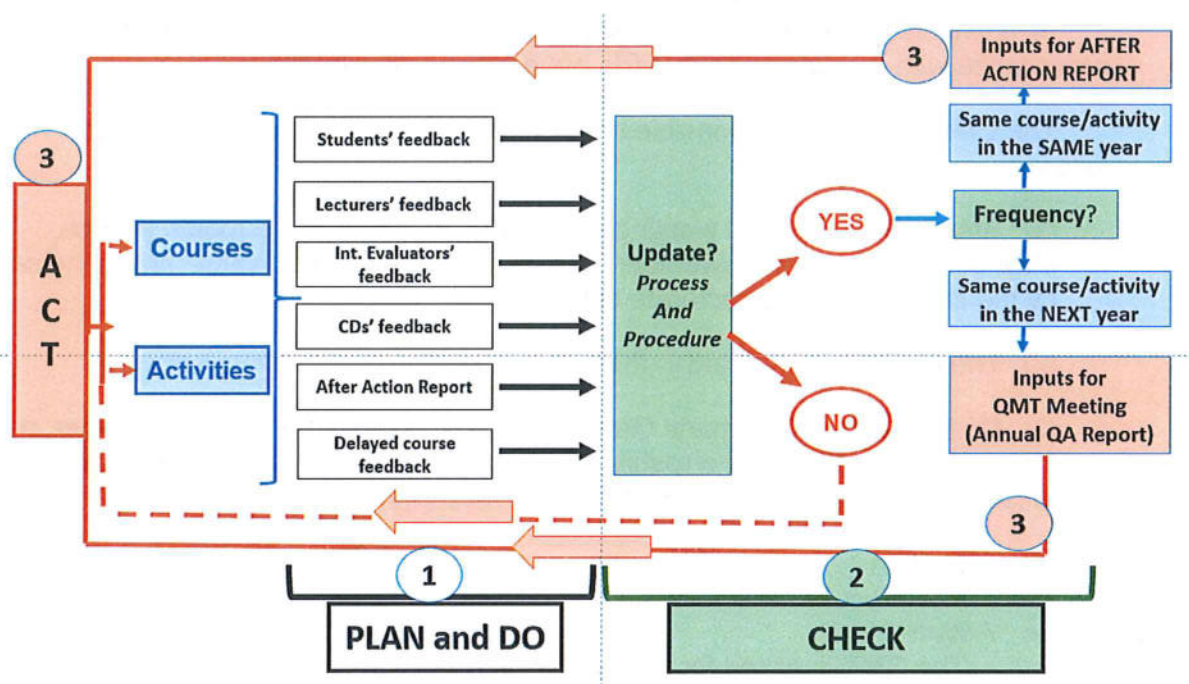


Figure 5. Quality Assurance Review Cycle

The QA review is **PLAN**ned and **DO**ne after evaluations and observations have been reported. During this phase, all evaluations and observations are gathered by the CD (for courses) or Activity OPR (for activities) (number 1 in figure 5).

During the second phase (**CHECK**), the following questions should be answered respectively by the relevant position; then according to the answers, he/she should make a proposal through the CoC:

- Do we need to update / redefine procedures or processes as well as the need for resources?
- Will the course / activity be delivered / conducted in the same year? (number 2 in figure 5).

In order to provide continuous improvement, the new procedures and processes and the need for resources are updated and redefined (**ACT**) for the following iterations (number 3 in figure 5).

An annual QA review will be carried out during the first QMT Meeting in November. The following headings are included in the QMT Meeting Agenda:

- Informing about updated procedures;
- Results from evaluations/surveys and previous corrective or preventive measures/actions;
- The need for updating policy and procedures (e.g., the relationship between main activities, the organization of QMS, the responsibilities of BHs/SCs and individual positions for quality management, key performance indicators; the involvement of main internal and external stakeholders)
- If required, new corrective or preventive measures/actions (focusing on professional development and motivation, the results of courses/activities' review, support requirements, information and knowledge management, public information).

During the annual QA review, A SWOT analysis (**S**trength, **W**eakness, **O**ppportunity, **T**hreat) is used to identify internal strengths and weaknesses (S-W), as well as external opportunities and threats (O-T). A SWOT analysis helps with both strategic planning and decision-making.

SWOT provides a tool to explore both internal and external factors that may influence the NATO SP COE's work.

Internal factors include resources and experiences. General areas to consider:

- Human Resources - personnel;
- Physical resources - location, building, equipment;
- Financial - incomes, budget, contracts;
- Courses and activities – life-long learning (internal / external courses and activities);
- Documentation - Strategic plan, communication plan;
- Past experiences – lessons identified.

It is important to identify strengths and weaknesses from both the NATO SP COE's own point of view and that of the perspective of people outside the NATO SP COE. Taking into consideration this principle, the NATO SP COE gets information internally and externally through the meetings and formal/informal interviews, by applying surveys/evaluation forms, and observations.

Focusing on the external factors, general areas to consider:

- Future trends in SP field;
- Funding sources – trust funds, grants;
- The physical environment – freedom of movement;
- Legislation – NATO privileges and immunities;
- National or international activities.

The following matrix shows the main guidelines for the improvement of a course/an activity evaluation. It should be used and adapted by the related branch head, Course Director or Activity OPR to fit the needs of specific courses/activities, and to update/redefine processes and procedures (Table 3).

FREQUENCY FOR COURSES	LEAD	WHO	HOW	WHAT	WHEN	WHERE
Once	E&TB Head	Working Group	Evaluation Form	CCD I/II/III	At the end of Analysis and Design phase; At the end of Development phase	Office
Once	E&TB Head	E&TB Personnel/ Supporting Elements	Evaluation Form	Courseware Review for execution of the course	At the end of Implementation phase	Office
Daily/Once	Course Director	Students	Student Feedback Form	Statistics information, in/out processing, content of the lessons/course, lecturers, logistic/administrative support, students satisfaction.	End of the day	Classroom
Daily/Once	Course Director	Lecturers	Lecturer Evaluation and Assessment Form	Facilities, timetable, students assessments, logistic/administrative support.	Last day of the course	Classroom
Daily/Once	Course Director	The internal evaluator	The Internal Evaluator Observation Checklist/Interviews	Lecturers, correlation with course control documents, instructional effectiveness, and student assessment,	At the end of delivered lesson Last day of the course	Classroom
Daily/Once	Course Director	Supporting Elements	Question/Answer	Administrative/Logistic/Financial Issues	End of the day Last day of the course	Classroom
Once	Course Director	E&TB Personnel/Internal Evaluator/ Supporting Elements	Evolution Meeting (considering all of final feedbacks)	The whole process of implementation	The week after course execution	Briefing Room
Once	Course Director	Course Assistant	Study	After Action Report (draft)	Within 14 days after course conclusion	Office
Once	Quality Manager	QMT	QMT Meeting	Introduction of After Action Report	QMT Meeting	Briefing Room
Once	Course Director	Superiors of students / Students	Participant External Evaluation Form	Course feedback	After 6 months	By email
Once	Course Director	Course Assistant	Study	External Evaluation Report	Within 240 days after course conclusion	Office
Once	Course Director	Course Assistant	Study	Post Course Review	Within 270 days after course conclusion	Office
Permanently	All staff	Feedback from exercises and On-job observations	Observations	The SP aspects within an activity	The week after the activity	Staff Note
Once	Quality Manager	QMT	Meeting	The processes and procedures	During the first QMT Meeting in November	Briefing Room



FOR ACTIVITIES					
Daily / Once	Activity OPR	Supporting elements	Meeting	The whole process of implementation	End of the day
	Activity OPR		Study	After Action Report (draft)	Within 14 days from conclusion of activity
Once	Director	Related Branch Head	Approval	After Action Report	Within 28 days from conclusion of activity
Once	Quality Manager	QMT	Meeting	The processes and procedures	During the first QMT Meeting in November
					Office
					Office
					Briefing Room

Table 3. Evaluation of courses and activities

## 7. Quality Assurance Supporting Elements and Resources.

### a. Definition and Delivery of Instructions

#### (1) General Information

Courses and activities to which QA principles and standards are applied start off further to a request which may arise as a result of direct customer demands or by an initiative of COE. These requests may take place in a wide variety:

- Residential courses;
- ADL/e-Learning courses;
- Mobile Education Training Team (METT);
- Participating in / contributing to / conducting activity;
- Single SME support as a guest lecturer.

The NATO SP COE follows the principles of NATO Bi-SC Directives [(Education and Training Directive (75-002) and Education and Individual Training Directive (75-007)] for course development and course documentation. The NATO SP COE adopts the System Approach to Training (SAT) model to analyse, design, develop, implement and evaluate existing or new courses (Figure 6).

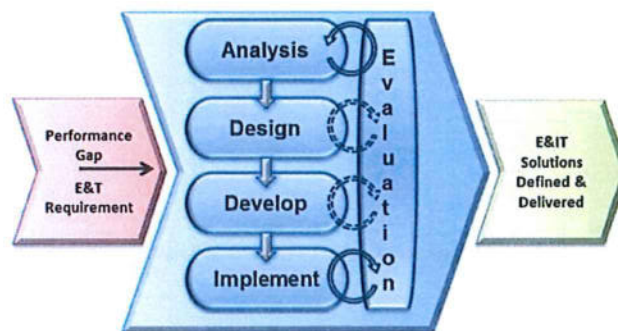


Figure 6. NATO Systems Approach to Training

The NATO SP COE courses/activities are based on the following features/leading characters:

#### **Flexibility:**

As a result of complex structure of conflicts, the training needs have a large variety. The NATO SP COE meets the needs by defining and delivering tailor-made flexible courses. While providing this flexibility, the aim of NATO SP COE is to provide the right training, by and for the right people, at the right time, in the right location and in the most economical manner possible.

**Demand-Driven:**

The NATO SP COE strives to deliver demand-driven courses where the requestor is involved throughout the process.

**Active involvement:**

Regarding the effects of staff loyalty, NATO SP COE provides active involvement of all its staff as well as that of lecturers and students. An active involvement of students plays a key role in the framework of learning. If students participate by volunteering answers, asking questions, or contributing to discussions, class sessions would assess and promote learning.

**Interoperability:**

The NATO SP COE target audience originates from all services in operations or may be assigned to operations to improve interoperability.

**(2) Phases****(a) The Course Analysis phase**

**Purpose:** The purpose of the Analysis Phase is to generate clear and precise Performance Objectives (POs). The Analysis Phase results with answers to the following: why train, who must be trained and what must be trained, to what level and under what conditions?

**Product:** The Course Control Documents (CCDs) including CCD I – Control Form and CCD II - Course Proposal are produced at the conclusion of the Analysis Phase. The documents establish the agreement among stakeholders concerning the intent of courses and provide the justification, background and detail concerning the need for the courses.

**Methodology:** At the beginning of the Analysis Phase, Working Group (WG) is assigned in order to identify, select and organize the specific tasks that require to be solved by courses. The WG requires inputs from a community of interest, RA, end-users, SMEs, and E&T specialists.

**(b) The Course Design phase**

**Purpose:** The purpose of the Design Phase is to create a course or select the other activity which will enable individuals to achieve the POs constructed in the Analysis Phase.

**Product:** At the conclusion of the Design Phase, the answers for the following questions should be defined:

- what content will be delivered,
- how will the content be delivered,
- how will learning be monitored and assessed.

Final product of this phase is CCD III - Programme of Classes.

**Methodology:** CCD III is prepared by WG, which includes the NATO SP COE external stakeholders, as appropriate. This document includes full structure of the course: Performance objectives, enable learning objectives, performance, conditions, standards, assessment, instructional strategy (content, teaching points, methods/media, time, references), depth of knowledge, references, limitations, resources.

#### **(c) The Course Development phase**

**Purpose:** The purpose of the Development Phase is to produce, or otherwise procure, the materials and/or services that are essential to support the delivery of courses/activities and ultimately satisfy the objectives described in the CCDs.

**Product:** The Development Phase results with the production of courseware which is defined during the Design Phase and is described in the CCDs.

**Methodology:** The execution of the Development Phase varies according to the required products and the level of resident expertise.

#### **(d) The Course Implementation phase**

**Purpose:** The purpose of the Implementation Phase is to put into operation the necessary management, support and administrative functions to successfully conduct courses/activities.

**Product:** The Implementation Phase results with the production of qualified graduates.

**Methodology:** The Implementation Phase addresses planning, preparation, execution as well as close out (after action) activities that support a specific course. Courses/activities must be integrated into Quality Management System.

#### **(e) The Course Evaluation phase**

**Purpose:** The purpose of the Evaluation Phase is to assess efficiency, effectiveness and affordability of courses/activities and to determine how they might be conducted better within the NATO SP COE framework which seeks continuous improvement.

**Product:** The Evaluation Phase results with improved courses/activities.

**Methodology:** The Evaluation Phase consists of a systematic quality review process and feedback loops which support continuous improvement.

## **b. Student Assessment**

Student assessment is expected to support students in understanding the course learning objectives. Students progress during a course depends on the course content, the appropriate duration, the training audience and the ability and competence of lecturers. In line with the student assessment plan, the NATO SP COE verifies that the course, product and/or service complies with the stated requirements.

As a part of the course documentation an Assessment Plan is created, this contains information about how both the student progress is tested and his/her overall performance is assessed. The assessment criteria and selection of assessment methods will be stated in the assessment plan of the course.

During courses, two types of student assessment can be applied:

- Formative Assessment takes place during the teaching process, i.e. before a teaching phase or a course is completed. The aim of this assessment is to be a support for both the student and the CD to monitor progression and to improve instructions. Formative assessment is to be conducted for courses with a total study period of five days or less.

- Summative Assessment aims at measuring what students have learned and determines the degree to which the learner has achieved Performance Objectives. Courses with a total study period of more than 5 days will be examined according to a summative assessment or a combination of formative and summative assessment methods.

Either formative or summative assessments can be included in each course curricula and students are informed about assessments.

Formative assessments focus on students' achievements of the required skills at the end of the course rather than the testing gained knowledge through teacher controlled test-questionnaires. The formative assessment of the learning outcome is based upon four main efforts:

**Student Self-Assessment:** The students should pass pre-course ADL (if applicable), this will be the first feedback on one's own understanding of the topics and possible weaknesses. The students have also access to the course documents which allow them to have an overview of all learning objectives. During the course, all lectures and syndicate works etc. start with listing the learning objectives and end with the most important takeaways. At the end of the day, the students evaluate the outcome by filling the student feedback form, again, addressing learning objectives. This allows students to identify their own understanding of the topics and it enables them to do self-study and/or to ask for assistance from the instructor/coaches during the following days.

**Lecturer Assessment:** Lecturers are closely monitoring student efforts, their involvement and the outcome. Lecturers observe students during class work and practical assignments, syndicate works, role-plays etc. It allows the lecturer to provide immediate feedback to the students through dialogue and side talks.

**Internal Evaluator Observations:** At the end of each lesson, the Internal Evaluator provides feedback about how to conduct student assessment.

**Course Director Observation:** At the end of each day, CD, with the support of the lecturer, evaluates the learning outcome and identifies high and low achievers among the students. This approach enables the CD to adjust the upcoming days assignments, methodical approaches and to put more focus on the low achievers to assist them in increasing their outcome/learning process.

The CD, supported by lecturers, shall inform students or the working group if they have met the learning objectives.

The CD, coordinates with the lecturers the assignment of the final grade to be given to each student at the end of the course. Depending on the student's assessment, a student will be awarded with:

**Certificate of completion** - revealed full involvement, constructive participation and support to co-students, expressing the ability to transfer gained knowledge into practice;

**Certificate of attendance** - projected full involvement, willingness to constructive participation but hampered due to excusable reasons, or without any constructive contributions, and/or without fulfilment of the course requirements, or missed the number of lessons/exercises required.

**Student's Appeal:** If the student is unsatisfied with the decisions related to his course achievements, he can request review of the decision.

#### **c. Staff and Faculty development**

The NATO SP COE personnel are selected by nations in accordance with job descriptions which have minimum level of competency and education and training requirements. The NATO SP COE personnel are at least annually evaluated by their direct superior according to national and NATO standards.

The NATO SP COE has designed the Personnel Development Plan with the aim of preserving and enriching personnel knowledge and skills for international and/or national assignments and their own advancement. The Personnel Development Plan ensures adequate education and training for all personnel according to the NATO SP COE needs. The Personnel Development Plan begins with in-processing and induction training to familiarise newcomers with processes (in accordance with directives, policies, and SOPs, and other relevant documents), and with the working environment. This may include courses, exercises, specific international seminars/conferences/workshops and other forms of training (NATO, International and National) to keep the NATO SP COE staff updated in knowledge and skills. This development plan also prepares personnel prior to taking part in a course as a lecturer. The Personnel Development Plan will be part of the POW which is approved by the Steering Committee.

The external lecturers are selected according to operational experience within police activities, academic experience based on safe & security/law enforcement/ or other police-related activities, preferably operational experience within NATO-led missions/operations or working experience in a multinational environment related to Police type of activities, language proficiency, rank (military or civilian), proven communication skills and techniques. Lecturers are evaluated by **Students, Internal Evaluator and Course Director** at the end of each lesson.

The NATO SP COE takes into consideration that one of the most important elements of quality and continuous improvement is personnel satisfaction, including working environment, communication, etc. With this reality in mind, the NATO SP COE wants to monitor and to improve staff motivation and their working conditions. Therefore, a Satisfaction Survey has been implemented in order to obtain feedback from personnel. With such feedback, the NATO SP COE is able to support quality and continuous improvement as well as to improve its internal environment and procedures. The survey is implemented twice a year and at least nine weeks prior to Steering Committee meetings regarding the need of approval about areas for improvement (if required).

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

The main effort of the learning resources management and student support is to fulfil student needs before and during course execution. The management of the learning resources and student support provided by the NATO SP COE consists of its own and shared facilities, teaching aids, learning resources (student study materials), etc.

The learning resources and student support mechanisms should be readily accessible to students; designed according to students needs; responsive to feedback from those who use them; and routinely monitored and improved.

The learning resources and student support is requested by the Course Director, managed and provided by supporting staff in accordance with valid SOPs. For booking or requesting FN resources, the Course Director submits the requirements through the CoC.

Course requirements submitted by the Course Director have to be approved by the E&T Branch Head in advance. The preparation of a course starts with a Coordination Meeting. In general, the basic resource needs for a course/activity lie upon the following – but not limited – components:

- (1) Infrastructure: Registration process, ADL online, IT-room, auditorium/class room/lecture room, small group class rooms, facilitators/guest speaker preparation room, all equipped with sufficient PCs/laptops (standard applications) and internet access, beamer, audio sets, whiteboards, flipcharts, any ad-hoc required materials, etc.;
- (2) Logistics: transportation, ice-breaker, hotel/foresteria reservations, security badges, name tags, emergency/POC cards, etc.;
- (3) Personnel : Course Director, Course Assistant (registration system, real life support, point of contact), financial officer, IT-staff on call, internal/external SMEs / facilitators / guest speakers, Public Affairs Officer, internal evaluators, maintenance staff (class rooms, coffee corner etc.), medical personnel, etc.;
- (4) Documentation: Course schedule, student guide, student pre-course welcome package, lecturer pre-course package, CCDs, case study documents, supporting financial papers, etc.

To improve learning resources management and students support, the NATO SP COE collects observations, recommendations and feedbacks from students, lecturers, Internal Evaluator, supporting elements and Course Director. These

feedbacks are finally analysed and summarized in the 'After Action Report', supported with recommendations for improvement.

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

It is of public domain that there are two channels of Information: electronic and physical. The NATO SP COE creates, collects, analyses, uses, shares and manages (updating and storing) the right information, from/with/by the right people, at the right time, by using right communication channel.

The basic principles of information systems and knowledge management are as follows:

- (1) The NATO SP COE only collects, analyses, uses, shares and manages information which is necessary for the fulfilment of its functions (personal data, statistics, information related to daily work, etc.);
- (2) The data are gathered, processed and accessible only on a need-to-know basis by relevant NATO SP COE personnel;
- (3) The gathered personal data are handled according to the Italian Laws.
- (4) Legal rules regarding personal data protection can be found on the NATO SP COE website.

The NATO SP COE collects personal data both in hardcopy and/or electronic form. Personal data is collected from the NATO SP COE staff e.g. during in-processing; from students and lecturers of courses; website users; participants of activities e.g. during registration. All of these people are informed about personal data protection e.g. on the registration form. This data must be handled securely and on a need-to know basis, and used for official purposes.

It is important to collect or to share information from/with the right people, therefore internal and external stakeholders and target audiences are identified and constantly updated.

Information flows through different channels:

- Verbal communication (one-to-one, official meetings, etc.);
- Email communication / Shared Files;
- Internal/mobile telephone;
- Website and social media;
- Postal communication.

#### **f. Public information**

It is not possible to reach strategic goals without the help of good means of communication. For this reason, communication, including public information has to be considered as a fundamental key for a successful achievement of the Centre's overall mission.

The NATO SP COE shall remain at the forefront of the attention both with external stakeholders and its target audiences by regularly updating its social media channels and by sending messages and newsletters with new and interesting



contents on a regular basis. In this context, three elements have to be considered:

Firstly, the basic information about courses/activities organised by the NATO SP COE. The need to share more details such as the dates of the courses and the meaning of Stability Policing. Also in line with NATO ACT directives information about residential courses, the NATO SP COE is using the NATO Education and Training Opportunities Catalogue (ETOC) and e-PRIME, where participants or customers can find all details about courses.

Secondly, the social content: let the world know you are a great organization to work for. It gives a perfect image.

Thirdly, the content about SP-related issues. For instance, an article about Community Policing in Africa. This shows that you are interested in SP matters in general and this will enhance the recognition of the NATO SP COE as a hub of expertise.

The Communication Plan is set up to provide relevant, accurate and consistent information to stakeholders and target audiences in a punctual way. The Communication Plan covers who will receive the information, how the information will be delivered, what information will be disseminated, who communicates, and the frequency of such communication (how often).

The most appropriate communication channel has been identified for each stakeholder and target audience. For internal stakeholders there would be official meetings, emails, verbal communication and smart phone applications, to name a few. Whilst one on one, letters and emails are suitable for a good communication with external stakeholders. For the general public the NATO SP COE can utilise its website and social media accounts (facebook and twitter), a conference, a workshop, an event, etc.

## **8. Contact Information**

*Point of Contact For Any Questions:*

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Andrea Paris  
Col, ITA Carabinieri  
NATO SP COE Director



ANNEXES:

- A. References
- B. Key Performance Indicators



## REFERENCES

- A. MoU Concerning the Establishment, Administration and Operation of the NATO SP COE.
- B. MoU Concerning the Functional Relations Regarding the NATO SP COE.
- C. Allied Joint Doctrine For Stability Policing (AJP-3.22), Edition A Version 1, Dated July 2016
- D. NATO Glossary of Terms and Definitions (AAP-06), Edition 2016.
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- F. Concept of the NATO Stability Policing Centre of Excellence (NATO SP COE) approved on 15 May 2015 by the Steering Committee.
- G. NATO Stability Policing Centre of Excellence Strategic Plan 2019-2021.
- H. Terms of Reference of Quality Management Team

### Key Performance Indicators

The End-state 2021: *"The NATO Stability Policing Centre of Excellence is the undisputed NATO authority in the specialty, being acknowledged as a modern, adaptive, cooperative and supportive organization, whose high quality knowledge and products are requested by a network of customers and partners from within and outside NATO. It is the Alliance's interface with International Organizations and non-NATO institutions in the area of Stability Policing".*

#### OBJECTIVES

Objective 1: Consolidation within NATO. The NATO SP COE preserves and possibly enlarges its network within the Alliance, which represents its centre of gravity.

Objective 2: Reaching out to non-NATO environment. The focus is on external networking with international organizations and non-NATO institutions, so that the NATO SP COE becomes the Alliance's interface in the area of SP.

Objective 3: Global referential products in the specialty. The NATO SP COE products in the area of Stability Policing are used as references and guidelines by other organizations.

Objective 4: Personnel development. The NATO SP COE focusses on the continuous improvement of personal skills and professional knowledge of its staff.

Objective 5: Modernity and adaptivity. The NATO SPCOE is a flexible organization, capable of adapting to a dynamic workflow. Teamwork is the main asset that enables the Centre to find adaptive solutions through 'thinking out of the box'.

Objective 6: Working together and meeting partners' needs. The NATO SP COE achieves the highest quality of products and services by working in partnership with its external stakeholders. Partnering and being supportive are therefore core values as they ensure mutual enhancement.

Objective 7: Quality events. The NATO SPCOE is known for its high quality events on SP related topics.

Name of Branch; Section from Directorate; or Individual Position like LEGAD	Number of KPIs	Key Performance Indicator (to be clearly worded using action words)	Max Value	Desired Value	Reached Value	Timeline (when you measure current value)	Related strategic goals (SEE STRATEGIC PLAN, KPI MAY FIT ONE OR MORE GOALS)						
							1	2	3	4	5	6	7
COE	1	The number of organized activities (conferences, working groups, seminars, projects)	Unspecified	2		1st Workday after 2nd month / 31st Dec	X				X	X	X
COE	2	The number of attended meetings (visits, conferences, working groups, seminars, projects, and courses)	50	40		1st Workday after 2nd month / 31st Dec	X			X	X	X	
COE	3	The number of personnel assigned as a lecturer during residential/external courses and activities	20	15		1st Workday after 2nd month / 31st Dec				X	X	X	
COE	4	The number of formal agreements on cooperation with separate institutions	Unspecified	2		1st Workday after 2nd month / 31st Dec	X	X				X	
COE	5	The number of visitors on the Website	Unspecified			1st Workday after 2nd month / 31st Dec	X				X		
COE	6	The number of followers on Facebook	Unspecified	500		1st Workday after 2nd month / 31st Dec	X				X		
COE	7	The number followers on Twitter	Unspecified	250		1st Workday after 2nd month / 31st Dec	X				X		
COE	8	The number of products in the area of Stability Policing used as reference and guideline by other organizations	Unspecified	2		1st Workday after 2nd month / 31st Dec			X			X	
COE	9	Number of received requests for support from NATO	Unspecified	30		1st Workday after 2nd month / 31st Dec							X
COE	10	Number of received requests for support from non-NATO institutions	Unspecified	2		1st Workday after 2nd month / 31st Dec		X					X
Training	11	Number of students participating in training	120	110		1st Workday after 2nd month / 31st Dec							X
Training	12	Level of satisfaction (positive assessment) of the course	100%	75%		1st Workday after 2nd month / 31st Dec					X		X
Training	13	Number of exercises in which the SP COE participated	Unspecified	1		1st Workday after 2nd month / 31st Dec	X					X	
Training	14	Number of delivered courses	6	6		1st Workday after 2nd month / 31st Dec							X