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TURKISH

PARTNERSHIP FOR PEACE TRAINING CENTER

(PTC-TUR)

PTC-TUR QUALITY ASSURANCE POLICY

2019

TURKISH PARTNERSHIP FOR PEACE TRAINING CENTER (PTC-TUR)
BUSINESS PLAN

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PTC-TUR QUALITY ASSURANCE POLICY

SUBJECT   : PTC-TUR Quality Assurance Policy

UPDATED   : 07 October 2019

REFERENCES   :

      A. MC0458/3 (Final), NATO Education, Training, Exercises and Evaluation (ETEE) Policy, 3 Sep 2014.

      B. Bi-SC Education and Training Directive 075-002, 6 Sep 2016.

      C. Bi-SC Education and Individual Training Directive 075-007, 10 Sep 2015.

1.   Purpose:

The purpose of this document is to define the Quality Assurance Policy of Turkish Partnership for Peace Training Center (PTC-TUR), the quality management system implemented in PTC-TUR, and its scope, functions and responsibilities.

2.   Applicability:

This policy is applicable to all PTC-TUR E&T activities in line with ref. A, B and C. This QA Policy applies to all PTC-TUR staff.

3.   Background:

Straddling the continents of Europe and Asia, Turkey's strategically important location has given it major influence in the region. Turkey's geopolitical positions on foreign policy issues are of vital interest on crisis response and humanitarian relief operations, particularly during Syria crisis. This case has come along with the auxiliary concerns such as ensuring border security and combatting with human trafficking and dealing with refugee influx. What has happened revealed the fact that we need to retain and improve the ability to work together effectively in order to ensure visible deterrence and to fortify cooperative security, especially in such an environment featuring multitude of threats and challenges across a wide spectrum of conflicts. Since these efforts entail a more comprehensive approach, tools like strategic communication and civil-military interaction are essential for communicating NATO's vision and mission to non-military audiences.

In this scope, we plan courses related to a wide range of expertise as well as mobile training activities that take place in some partner countries, all of which pave the way for a consolidated capacity building. Meanwhile, we continue providing instructor support to national and international training centers. Our contemporary facilities, outstanding lectures given by distinguished guest speakers and instructors, realistic field training and logistics support remain to reflect PTC-TUR's professionalism to meet participants' expectations.

Since its establishment PfP Training Center has been actively contributing to Partnership initiatives by conducting courses, mobile training activities and seminars for the members of NATO, PfP, Mediterranean Dialogue (MD), Istanbul Cooperation Initiatives (ICI), Partners Across the Globe (PatG) and countries that Turkey has bilateral relationship.

As a justification of our quality approach PTC-TUR has been awarded "NATO Quality Assurance Unconditional Accreditation Certificate" as of January 2014 which is valid until 17 January 2020. With the awarded Quality Assurance Accreditation, it has been assured that PTC-TUR's organizational process and procedures meet the Education and Training (E&T) quality assurance standards developed by NATO.

We strongly believe that our activities planned for upcoming years will help enhancing NATO's partnership spirit and contribute to the regional and global stability and security while also serving to the realization of our unchanging motto "Peace at Home, Peace in the World" as stated by The Great Leader Atatürk.

Vision:

To keep being the leading institution on Partnership training within NATO E&T Community and multinational operational training.

Mission:

To provide training and education support to NATO, Partner Nations, National Personnel and when required, other countries in order to contribute to the attainment of interoperability objectives and to enhance military cooperation in accordance with NATO Policies & Priorities.

4. Aim:

The purpose of QA Policy is to describe strategy, processes and procedures for the implementation of Quality Management System in Turkish PfP Training Center (PTC-TUR).

5. Scope:

The Quality Management System in PTC-TUR encompasses: analysis, planning, implementation, monitoring, measurement, assessment and revision processes and procedures of all E&T, Administrative Support, Resource Management, Staff and Organizational Development activities.

6. Goals:

In pursuit of the main organizational goals, the following strategic quality objectives for the Center have been adapted:

(1) Objective-1; to fulfill the QA requirements as recommended by Allied Command Transformation and report to respective bodies.

(2) Objective-2; to apply and integrate QMS standards and NATO Quality standards to all organizational processes and procedures.

(3) Objective-3; to analyze, implement, monitor, measure, asses and when required, review Quality Management System at all levels.

(4) The concept for the achievement of quality objectives is described in "Quality Management Review Process Matrix" at **ANNEX-A**.

7. The Principles:

The Quality Management System in the PTC-TUR is based upon the following principles;

(1) Quality Pledge: The center steadily provides support for the Quality Assurance Policy and follows the NATO QA principles; Right the first time (do the things right), Fit for purpose (do the right things), Continuous improvement (do things better),

(2) Quality Responsibility: Quality is agreed as the responsibility of all staff,

(3) Quality Performance: Constant and effective applications will be identified and communicated to the PTC-TUR,

(4) Quality Resources: PTC-TUR staff is competent, sustained and resourced properly in order to deliver services and products consistent with Center's Quality requirements,

(5) Quality Improvement: Planned internal and external quality management review mechanisms promote the continuous progress of applications to ensure their constant aptness and satisfactoriness,

(6) Quality Information: Processes are in place to ensure the consistent collection and study of data and information.

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

(8) Compliance: All education and training activities and products developed in support of NATO will be based on current NATO doctrine, policies and directives;

(9) Accountability: All stakeholders responsible for implementation of the PTC-TUR QA Policy are clearly identified and are obligated to report, explain and be answerable for their programs.

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

8. Quality Strategy:

PTC-TUR seeks to ensure that its core activities of training and education are working productively with the direct support of enabling services to achieve its mission and goals.

PTC-TUR Quality Management objectives will be achieved by the PTC-TUR QA Management Organization through the application of NATO QMS Standards and NATO Quality standards and procedures to E&T, Administrative and Resource Management, Staff & Organizational Development activities.

PTC-TUR will enhance institutional performance, in alignment with the center's vision, mission and the values, through continuous improvement in teaching, learning and support services.

PTC-TUR will adapt continuous improvement cycle into its quality management system. Continuous improvement in PTC-TUR is an ongoing effort to improve E&T products, administrative and E&T services or processes

9. Implementation Strategy:

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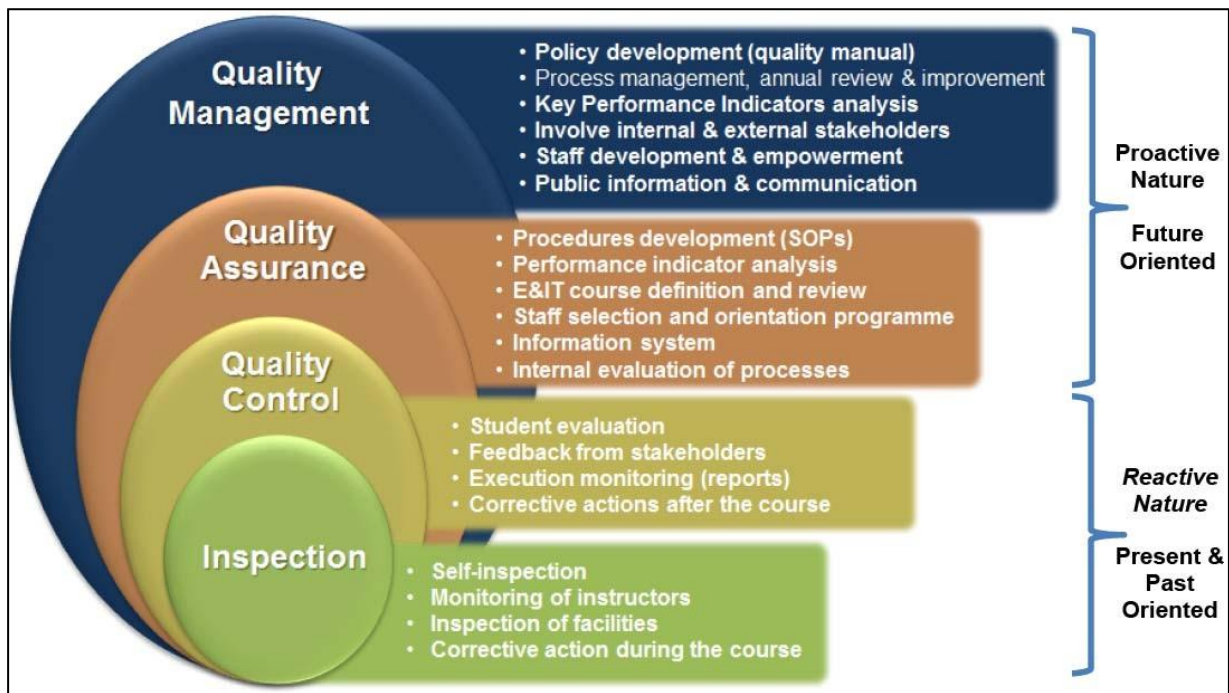
Dimensions of Quality Management System

a.   Inspection:

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

In order to enable all PTC-TUR staff to participate in Inspection process, PTC TUR create an opinion/proposal form to get inputs and contributions for self-inspection, which these inputs are evaluated during QMCM. Each member of PTC-TUR is responsible to ensure that all processes are done according the procedures identified in SOIs. While doing this, staff members are also responsible to identify any faults that may occur during the process, inform the related Directorate and take the necessary actions to make corrections.

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

During the PTC-TUR E&T activities, Course Directors and all other participating staff members are responsible to monitor and ensure quality execution of the course.

During the PTC-TUR E&T activities, lecturers will be assessed by Course Director, as well as by the students/participants. These assessments will be documented in Post Course Review meeting and in the Full After Action Report (FAAR) and used for future E&T activities.

Before each PTC-TUR E&T activity, Course Directors will inspect all required PTC-TUR facilities, rooms, equipment, and materials, and notify the related sections and braches if maintenance/repairs are needed.

b.   Quality Control (QC):

QC is a systematic approach to identifying and rectifying problems at each step of the process.

Evaluation is a continuous process and major issues identified can be followed by immediate corrective actions, irrespective of the stage in the course development cycle. During the course conduct, information is gathered to support later evaluation and it is done by collecting feedbacks from the related stakeholders. The results are documented in the Post Course Review meeting and in the Full After Action Report. This meeting and report will include recommended corrective actions for future courses, which may affect the course description, aims, instructional strategy, preparation process, lecturers or administrative support.

PTC-TUR students are assessed during the courses to know whether the learning objectives of the course are attained. The other aim of this assessment is to obtain feedback to improve the quality of PTC-TUR courses.

c.   Quality Assurance (QA):

QA widens the responsibility for quality to include other functions beyond the main/direct activities (e.g., the impact of support functions). The focus is the overall quality of the output and is aimed at preventing errors, mistakes and defects. The purpose of Quality Assurance (QA) within NATO's E&IT is to provide confirmation to the Alliance that courses meet NATO E&IT Requirements, and are delivered by ETFs supporting NATO utilizing an effective Quality Management System (QMS).

All PTC-TUR processes are documented in SOPs. These SOPs are reviewed annually and updated when needed. Plan Branch is responsible to prepare and maintain a SOP Master Index in order to keep track on the status of each SOP.

PTC-TUR applies the Systems Approach to Training (SAT) concept to achieve education and training solutions in response to gaps identified by application of the Global Programming Development Methodology which is described in SOI 300-3.

Each staff member in PTC-TUR 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 orientation, initial/on job training and continuation training, which described in SOI 400-1, of all staff at PTC-TUR and to provide a mechanism to contribute to E&T activities evaluation and the maintenance of academic excellence.

The contribution of Information and Knowledge Management (IKM) System in PTC-TUR to QMS is described in related SOI-200-4, 5, 6.

d.   Quality Management (QM):

QM is a way of thinking and working with emphasis on:

(1)   Meeting the needs and expectations of customers,

(2)   Covering all parts of an organization,

(3)   Involving every person in the organization,

(4)   Examining all aspects related to quality,

(5)   Aiming at "right the first time" by designing-in quality rather than inspecting for it afterwards,

(6)   Developing systems and procedures which support quality and continuous improvement.

PTC-TUR established this QA Policy, which defines the quality management system

implemented in PTC-TUR and its scope, functions and responsibilities to cover all parts and to involve each staff member and all stakeholders in QM.

Quality Management Committee (QMC) has been established within PTC-TUR to implement QMS and provide connection between branches and departments. The committee ensures that the center generates and adheres to the plans and procedures regarding quality management and is prepared for the internal and external quality management reviews. As the committee is in charge of ensuring appropriate plans and procedures generated; its role is to advise the Academic Board on such activities. The committee meets in Quality Management Committee Meetings (QMCM) every 4 months at three cycles per annum. Further meetings may be called by the Chair.

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

Since the policy of PTC-TUR 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-C.**

Internal and external communication is an important part of PTC-TUR QA Strategy to ensure the efficient and timely information flow between the stakeholders. Communication procedures PTC-TUR are mentioned in Communication Plan in **ANNEX-**D and COMPLAN Matrix in **ANNEX-E**.

10.   Methods:

The Continuous Improvement Process (CIP) is the essential element of Quality Management of PTC-TUR. Quality Management of PTC-TUR makes every reasonable effort to achieve continuous improvements in all areas of the center through permanent, repetitive innovation and learning. PTC-TUR will gather the relevant information, analyze it, make decisions according to the results and finally make changes, if necessary, to improve the processes and procedures in the center. QMS Review Cycle is at **ANNEX-F.**
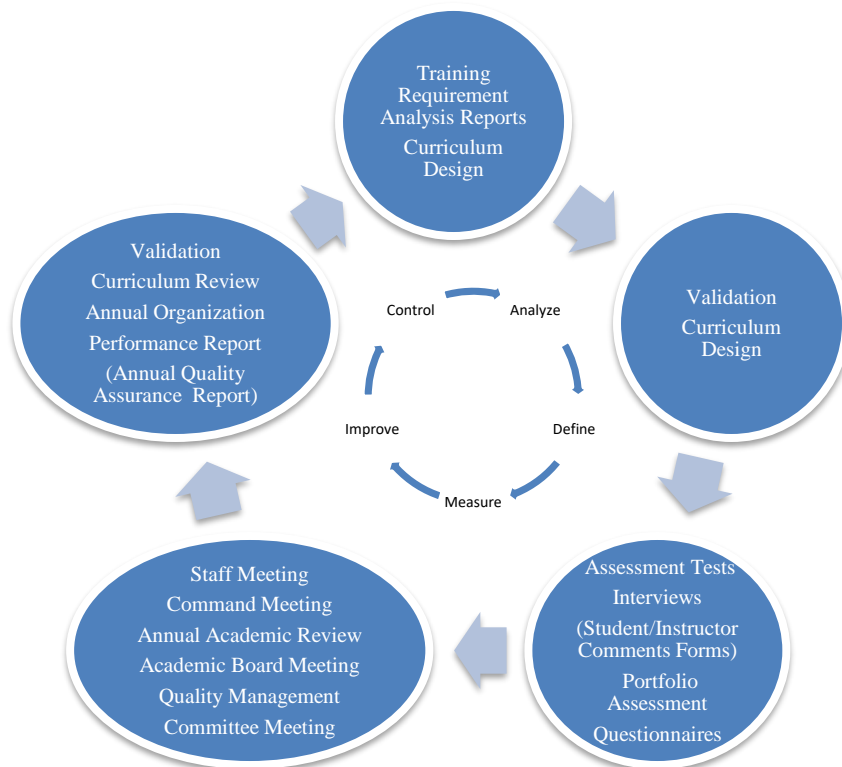
Continuous Improvement Cycle in PTC-TUR

Continuous Improvement Process (CIP)

Principles in Quality Management reflect the PTC-TUR processes, manning and

available resources, reinforcing the continuous improvement within the entire PTC-TUR staff. Core processes are identified and supported by related Standard Operating Procedure and Instructions (SOP&SOIs). They are updated, if needed, in the internal loop of the CIP.

For the external loop of the CIP, after getting the institutional re-accreditation, PTC-TUR continue to produce annual QA Report as it is and submit it to HQ SACT/JFD to get recommendations and best practices.

11.   Quality Management Responsibilities:

PTC TUR Organization Chart and Tasks of Key Personnel are submitted in **ANNEX-G.**

Lessons Learned Section assumes E&T Development Section's tasks and Quality Management Office's tasks until manning is completed.
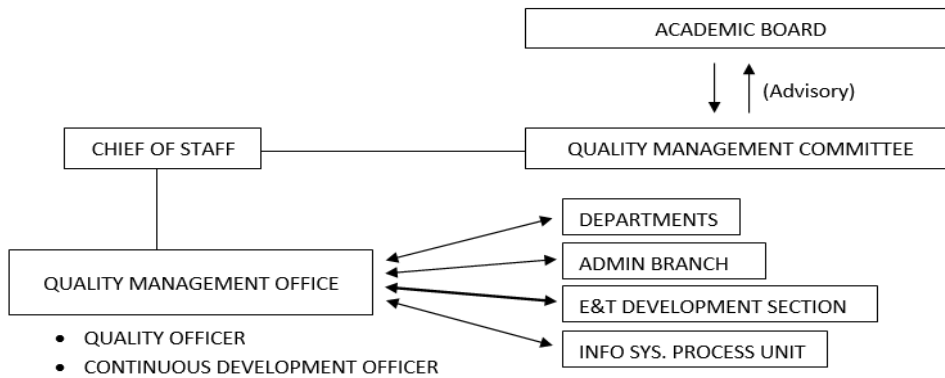

Figure 1: Quality Organizational Chart

a.   **Academic Board Meetings:**

(1)   The Academic Board has an overall responsibility of management of activities of PTC-TUR. The Committee is chaired by commandant of PTC-TUR (COM PTC-TUR.) The board ensures that the center generates and adheres to the plans and procedures regarding all aspects of training and education activities. The board meets every 6 months. Further meetings may be called by the COM PTC-TUR.

(2)   The Academic Board is responsible for all matters relating to the PTC-TUR's multifaceted activities in terms of financial, administrative, academic themes.

(3)   The Plans Branch will function as the secretariat of the committee. It collects meeting inputs from respective department/branches, drafts the meeting agenda and distributes the meeting minutes.

(4)   Additionally, COM PTC-TUR may bring additional topics to Academic Board meetings agenda that he deems appropriate.

(5)   The board comprises of;

(a)   COM PTC TUR

(b)   COS

(c)   Dean of Academics

(d)   Head of Departments (on call)

(e)   Course Directors (on call)

(f)   Chief Plans

(g)   Chief Admin

(h)   TGS, Force Commands and Supporting Training Centers' Representatives,

b.   Quality Management Committee (QMC):

(1)   The Committee is in charge of quality management in PTC TUR. The Committee is chaired by the COS PTC-TUR. The committee ensures that the center generates and adheres to the plans and procedures regarding quality management and is prepared for the internal and external quality management reviews. As the committee is in charge of ensuring appropriate plans and procedures generated; its role is to advise the Academic Board on such activities. The committee meets in Quality Management Committee Meetings (QMCM) every 4 months at three cycles per annum. Further meetings may be called by the Chair.

(2)   The Quality management committee (QMC) has the responsibility to provide assurance to the Academic Board that the quality in PTC-TUR is properly managed across the full range of its activities.

(3)   To elucidate; the Academic Board is responsible for all matters relating to the PTC-TUR's multifaceted activities in terms of financial, administrative, academic themes, whilst the QMC is responsible for reviewing the establishment and maintenance of effective systems of quality management, quality effectiveness and quality control mechanisms. In carrying out this function, the quality management committee will primarily focus on the work of quality management review but will not be limited to this function.

(4)   Quality Management Office, Departments, Branches, Sections and other PTC-TUR staff will send periodic reports to the QMC. The report formats is developed by Quality Management Office, if needed.

(5)   The minutes of each meeting of the QMC shall be reported to the consecutive Academic Board meeting by the secretariat of QMC. The Quality Management Office will function as the secretariat of the committee. Until the planned organizational structure is operational, Lessons Learned Section will assume this function. Additionally, COM PTC-TUR may bring additional topics to QMCM agenda that he deems appropriate.

(6)   The QMC will report annually to the Board of Academics on its work in support of the Annual Academic Review, specifically commenting on the quality management framework and the completeness and the effectiveness of quality management in PTC-TUR.

(7)   The Committee comprises of;

    (a)   Chief of Staff (Chair)

    (b)   Dean of Academics

    (c)   Department Heads/Course Directors

    (d)   Chief, Plans Branch

    (e)   Chief, Lessons Learned Section

    (f)   Chief, E&T Support Section

    (g)   Chief, Admin Branch

    (h)   Quality Management Officer/Coordinator

COS as being the Chair, may invite other PTC-TUR staff to attend any of the committee

meetings, principally when the committee is discussing an issue that is the responsibility of that personnel.

c.   Quality Management Office (QMO):

(1)   QMO takes responsibility for the quality implementation of all activities across the center. The Quality Management Office is in charge of ensuring that all staff understand the center's quality management system, and are enthusiastically committed to the improvement of quality in all aspects of their work. The Quality Management Office will work closely with entire PTC-TUR staff and the students to provide a facilitating service to the quality of training and education in all activities.

(2)   The robustness of the quality management system is under the responsibility of the Quality Management Office. The Quality Management Office; monitors and measures the quality standards, produces data and reports related to quality, advices to QMC about the QMS within PTC-TUR and translate the committee decisions to the entire staff.

(3)   Quality Management Office is tasked with the functions of QMC Secretariat and reports directly to COS in quality matters.

(4)   The Quality Management Office is responsible for developing and updating the Quality Assurance policy covering core academic and administrative activities in terms of quality. The overall endorsement privilege of the policy rests with the Academic Board.

(5)   The QMO will implement regular Quality Checks every 4 months prior to QMC, to provide inputs for the meeting agenda. QMO also provides inputs to Academic Board Secretariat (Plans Branch), in order to be considered in Academic Board meetings.

(6)   The QMO will be in continuous coordination with HQ SACT/JFD for the quality assurance efforts, and with other stakeholders and E&T Support Section for the general quality matters when required.

(7)   Quality Management Office is staffed with two permanent personnel. Until manning is completed, Lessons Learned Section will assume this task. E&T Support Section will support the QMO for quality matters. QMO comprises of;

a.   Quality Management Officer/Coordinator

b.   Continuous Improvement Staff Officer

(8)   The QMO will translate the vision, mission and the quality strategy of PTC-TUR in concrete terms and convey to the staff by exploiting the means: brochures, reports, meetings and briefings to maintain the quality perception in PTC-TUR.

12.   Quality Assurance Review Cycle:

The quality management system of PTC-TUR is subject to continuous review by evaluation loops. These reviews and evaluations are documented in several ways. Review cycle is in **ANNEX-F**.

a.   Course Evaluation:

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

-    Feedback from students/participants (Student Comments Form).

- The results are documented in the Post Course Review Meeting and in the Full After Action Report (FAAR).

- Feedback from lecturers/speakers (Instructor Observation Form).

- Feedbacks from Course Directors and other staff members who involve in the activities.

- Student assessments to ensure that the learning objectives of the course are attained, and to obtain feedback to improve PTC-TUR courses.

All forms are in **ANNEX-H**

b.   Post Course Review Meeting:

Post Course Review (PCR) Meeting is the immediate review process to see the results of the effectiveness of the activity. PCR is conducted under the presidency of COM/COS, PTC-TUR within two weeks' consequent to the course closure. This process provides feedbacks mainly based only participant and instructor comments. Course Director is the coordinator for the PCR and provides his/her own experiences, observations to the meeting.

The Post Course Review Meeting allows a critical appraisal of the course conduct in an open forum. The Post Course Review aims to define the success and deficiency of the delivery of the performance objectives.

The Post Course Review Meeting minutes is delivered by the Course Director to the Dean of Academics and all parties involved in support to the course. The meeting is delivered in a centralized forum organized by the Academic Directorate. Course Directors in the preparatory stages of other courses are also expected to attend to get useful information.

In consideration CCDs, the Post Course Review Meeting should include the following content at a minimum:

(1)   An assessment of the Learning objectives and how well they were met.

(2)   An assessment of instructional methods and strategies used.

(3)   Instructor/Lecturer appraisal - not solely based on participants' comments but also informed by other context such as the attainment of learning objectives, lecturer credentials and position.

(4)   Participant appraisal - through the methods identified by the Course Director in the course design phase.

(5)   A review of the infrastructure and equipment available and an assessment of whether it was adequate or how it could be improved.

(6)   Comments and observations collected from lecturers, participants and PTC-TUR staff over the course conduct period.

(7)   Recommended corrective actions for future courses. This may affect the course description, aims, instructional strategy, preparation process, lecturers or administrative support.

c.   Full After Action Report (FAAR):

The Course Director is responsible for the compilation of Full After Action Report in a form. This is a key document in the conduct of course evaluation. It includes the statistics on course attendance and the results of questionnaires given to lecturers and students. These results are analyzed to deduce areas for improvement. General lessons identified from the

conduct of the course and other observations are compiled and presented in this report. In order to facilitate to inform other PTECs and give the information about course delivery to ACT, this Full After Action Report (FAAR) is uploaded to e-PRIME system by system manager in PTC-TUR.

Dean of Academics is responsible for taking forward corrective activities and overseeing the implementation of any changes. He ensures swift and controlled dissemination of information to other Course Directors and involved branches:

It may be subject to update Course Control Documents (CCDs) in contact with the Department Head as an authority of the discipline under which the course conducted.

Modification of the course schedule is likely to be tasked to the Course Director.

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

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

d.   Review of QA Policy:

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

e.   External Evaluation:

After institutional re-accreditation, PTC-TUR continues to produce an "Annual QA Report" as it is and submits it to HQ SACT/JFD to identify recommendations and best practices as it is.

13.   Quality Assurance Mechanism – Continuous:

a.   PTC-TUR generates continuous Quality assurance mechanisms. The Quality Management Review Process Matrix (see **ANNEX-A**) outlines the quality mechanisms that will be conducted to assure that the Quality Assurance Policy is implemented in accordance with the "Quality Management Process Timeframe" in **ANNEX-I**.

b.   Quality mechanisms established in this policy are;

(1)   Staff Meeting;

In PTC-TUR each week a staff meeting is conducted presided by COS. Staff meeting is called by COS. Each department, branch and section is represented at the meeting. Agenda of the meeting is prepared by Plans Branch with inputs provided by departments, branches and sections. The agenda often include action items; which are tasks to be introduced and discussed at the staff meeting and completed by their assigned action bodies following the meeting, usually by a specified deadline. During the meeting, weekly activities of PTC-TUR are discussed in accordance with the agenda. If exists, problem areas are discussed and remedial actions, action bodies, and deadlines are determined. The problem areas that need COM PTC-TUR attention are brought to the Command Meetings.

(2)   Command Meeting;

At the end of each month of an academic year, a Command Meeting is called by COM PTC-TUR with the participation of COS, Dean of Academics, Chief of Administrative Branch, Chief of Plans, Chief of LL Section and the Course Directors. The command meeting is an important venue for communicating with the staff directly and efficiently. Agenda of the meeting is prepared by Plans Branch with inputs provided by chiefs of departments, branches and sections. The agenda include action items; which are introduced and discussed at the staff

meetings. During the meeting, monthly activities of PTC-TUR are discussed in accordance with the agenda. If exists, problem areas are discussed and remedial actions, action bodies, and deadlines are determined and COM-PTC-TUR direction is sought. Minutes of the meeting will be dispatched through PTC-TUR by Plans Branch.

        (3)   Course Validation;

The purpose of the validation phase is to assess the effectiveness of training in meeting operational requirements (i.e., the Learning Objectives-LOs). It is the main mechanism for applying essential changes to existing education and training courses. It assesses whether or not the training adequately prepares the students to achieve the performance objectives identified in Training Requirement Analysis (TRA) reports. The primary sources of this information are the graduates and their immediate supervisors; however, information on the effectiveness of a training program may be available through various sources ranging from Need Assessment and Lessons Learned Reports to Post Course Reviews and Incident Reports. Validation will be implemented by E&T Support Section. Lessons Learned Section will assume this responsibility until the envisaged Quality Management Organization is in place. Course life cycle is detailed at SOI-300-3.

        (4)   Quality Checks (QC);

The Quality Checks are the main information source for the quality management. The Quality Management Office will implement regular Quality Checks every 4 months, prior to QMC to provide inputs for the meeting agenda. Through QC, QMO provides inputs also to Academic Board Secretariat (Plans Branch), in order to be included in the agenda of Academic Board meetings. Quality checks will be implemented in close coordination with E&T Development Section. E&T Support Section will provide Quality Checklist templates, Criteria and Indicator lists to be basis for the Quality Checks and will also provide prerequisite information to Quality Management Office regarding quality checks. Quality Checks will be held in different formats (or/and): Group Discussions, One-One basis with the respective staff/branch/section, Questionnaire and Meetings. QMO as being the secretariat of QMC, distribute the Quality Check results to the QMC prior to the QMC meeting and assures that the report facts are embedded in the QMC meeting agenda. Templates of QMCM minutes and Quality Checks are at **ANNEX J.**

        (5)   Quality Management Committee Meetings (QMCM)

        (a)   The committee meetings are held every 4 months. Additional meetings may be called by the chair (COS) at any time when required. Quality plans and procedures are discussed, generated and updated during the QMCM and then advised to the Academic Board. The plans and procedures require approval of Academic Board before their implementation.

        (b)   The minutes of QMCM will be reported to the consecutive Academic Board meeting by the secretariat. The Quality Management Office will function as the secretariat of the committee. Additionally, COM PTC-TUR may bring additional topics to QMCM agenda that he deems appropriate.

        (6)   Academic Board Meetings;

        (a)   The Academic Board is the principal decision making body of PTC-TUR. The Academic Board meets every six months in each academic year. Further meetings may be summoned by COM PTC-TUR.

        (b)   The Academic Board ensures that the quality objectives are adapted across all the activities of PTC-TUR in pursuit of organizational goals. The board is

responsible for reviewing the quality management activities so that the quality efforts are in line with the center's quality strategy. In carrying out this function, the board will primarily focus on the work of QMC but will not be limited to this function.

(c)   During the board meetings; activities of PTC-TUR are reviewed in terms of financial, administrative and academic aspect with a quality focus in place. The first meeting of Academic Board is on May with the participation of the TGS, Force Commands and Supporting Training Centers' representatives to decide for the introduction/ cancellation/ suspension/ revision/ modification of programs and to determine additional areas to be addressed for the improvement of performance level, and support and coordination requirements. In the second Academic Board Meetings in December; assessment of second term activities, final coordination and revisions, comprehensive course content reviews and annual academic review plan are discussed.

(d)   The Plans Branch will function as the secretariat of the board. It collects meeting inputs from respective section/branches, drafts the meeting agenda and distributes the meeting minutes and implements regular follow-ups.

14.   External Quality Assurance Mechanism – Periodic

To ensure that high quality standards are maintained, the following external   academic review mechanism shall be utilized.

a.   Annual Quality Assurance Report: Activities of PTC-TUR are reported to HQ SACT/JFD to be assessed in term of QA Policy, QMS, and identify best practices and areas of improvement.

b.   Annual TGS Evaluation: Each year an external evaluation is conducted by Turkish General Staff (TGS) through on-site audition by an evaluation team from TGS. In this evaluation process, activities of PTC-TUR are scrutinized in terms of academic, administrative and financial themes. A follow-up report is than sent to PTC-TUR containing strength and weakness areas. Timeframe for the evaluation is determined each year by TGS.

c.   Annual Organizational Performance Report: An annual report is prepared and sent to Ministry of Defense via TGS, containing a summary of activities of PTC-TUR in terms of academic, administrative and financial themes.

d.   Annual Financial Report: A financial report is sent to TGS containing financial figures of activities in a fiscal year and seeks to ensure that its core activities of training and education are working productively with the direct support of enabling services to achieve its mission and goals.

15.   Quality Management System Mechanisms:

a.   Policy and Procedures:

PTC-TUR commits itself openly to the development of a culture which recognizes the importance of quality, and quality assurance, in its work. To achieve this, PTC-TUR develops and implements a strategy for the continuous improvement of quality.

b.   Definition and Delivery of Instruction:

Approval, Monitoring and Review Process of programs; PTC-TUR requires that all of its activities are well-designed, regularly monitored and periodically reviewed, thereby securing their continuous relevance and currency. Annual Academic Review via Academic Board Meetings, Administrative and Resource Support Requirements Analysis, Course Content Development and Human Resource Development (E&T) Plan provides an

opportunity to review the performance of every program at the end of each academic year.

PTC-TUR applies the Systems Approach to Training (SAT) to achieve education and training solutions in response to gaps identified by application of the Global Programming Development Methodology. Following the SAT Model E&T courses are developed through a process called the Course Life Cycle. Key stages and the associated control activities are in detail at SOI-300-3.
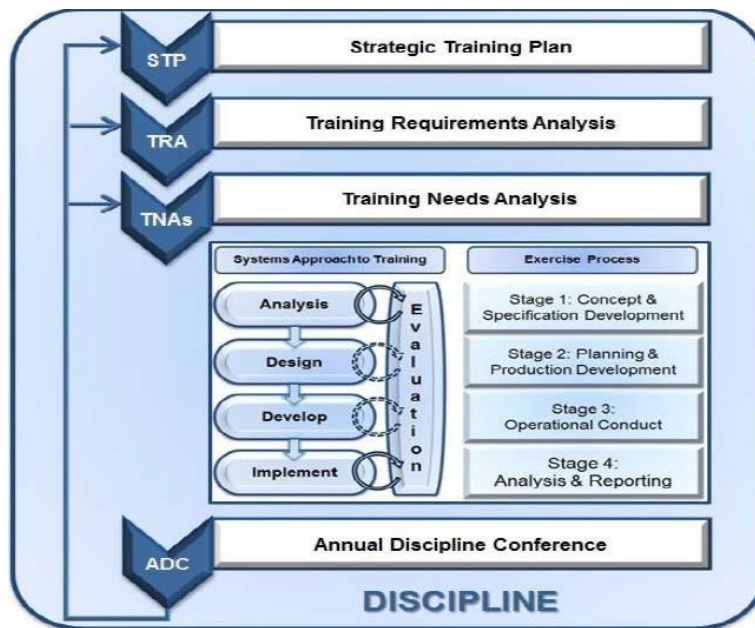
Global Programming - Development Methodology

SAT has five major phases:

(1)   Analysis: The purpose of the analysis phase is to generate clear and precise Performance Objective (POs) in response to a training requirement that capture the intended outcome of the E&T. This is ideally expressed in terms of essential on-job performance, consistent with the Principle Duties for NCS/NFS positions as well as NATO operations and the performance requirements which stem from SAGE. The Analysis Phase results with the production of a CCD which outlines a broad training strategy and the intent for a proposed E&IT solution.

(2)   Design: The purpose of the Design Phase is to create, or otherwise select, an E&IT solution which will enable individuals to achieve specified POs. The Design Phase results with the production of a further CCD which defines in detail the instructional strategy supporting an E&IT solution. The instructional strategy includes what content will be delivered, how the content will be delivered and, most important, how learning will be monitored and assessed.

(3)   Development (Develop): The purpose of the Development Phase is to produce, or otherwise procure, the materials or services that are essential to support the delivery of an E&IT solution. The Development Phase results with the production of courseware which is defined during the Design Phase and is described in the CCDs

(4) **Implementation (Implemen**t): The purpose of the Implementation Phase is to put into operation the management, support and administrative functions necessary to successfully conduct E&IT solutions. Conducting E&IT solutions requires planning, preparation, execution as well as the close out of the activities which are specific for a course. The Implementation Phase results with the production of qualified graduates

(5) **Evaluation:** The purpose of the Evaluation Phase is to assess the efficiency, effectiveness and affordability of an E&IT solution once it is implemented and determine how it can be improved in the future. The Evaluation Phase formally closes the NATO SAT feedback loop and determines whether a specific E&IT solution has satisfied the POs which were defined during the Analysis Phase. The Evaluation Phase results with improved E&IT solutions and provides an important input to a discipline related ADC. ETFs that are institutionally accredited by HQ SACT/JFD embed a CIP, which includes post course and institutional reviews as part of a QMS.

c. **Assessment of Students:**

Students are assessed using published criteria, regulations and procedures which are applied consistently in PTC-TUR. For short-term courses there are no pass/fail criteria in PTC-TUR. PTC TUR explores and tries to evaluate by benchmarking with the consideration of previous participants' learning experiences, attitudes, behaviors and interactions. This process generates non-numerical data and includes but not limited to; Interviews, Focus Groups, Participant Observations, Instructors' Observations, Questionnaires, Portfolio Assessment and if accords with the course plan; assessment tests as well.

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

This assessment method consists two parts:

(1) **Assessment Based Upon Monitoring:** The courses at PTC-TUR 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:

(2) **Attendance in the Classes:** As described in the course description forms, successful course completion requires students to attend at least ¾ 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 ¾ of the course may result in a student not receiving a course certificate at the end of the course.

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

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

- Outstanding
  – Always prepared
  – Participates constructively
  – Demonstrates initiative
  – Works well with other students and is a team player
  – Exceptional content knowledge
  – Challenges his/her own thoughts and ideas
- Normal
  – Usually prepared
  – Participates constructively
  – Excellent content knowledge
  – Stretches to reach potential
  – Occasionally adds something extra
- Marginal
  – Sometimes prepared
  – Average content knowledge
  – Rarely challenges ideas
  – Sometimes an active participant in class
- Unsatisfactory
  – Rarely prepared
  – Rarely participates constructively in class
  – Low level of content knowledge
  – Does not reach potential

(5)   Assessment Based Upon Quizzes:

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

(6)   Assessment Results:

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

percentage of all criteria will receive a certificate for attendance.

(7) Students Appeals:

The course attendees at PTC-TUR have the right to request that decisions regarding the assessment to be reviewed:

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

      (b)   The second step of an academic appeal requires that the student submit a written request to the Dean of Academics has knowledge of the course content but will not usually have been involved in the original decision. The re-assessor will review all relevant documents and provide a written decision. If the student is still not satisfied with the result of the reassessment, he/she may make a formal application in writing to the chief of Staff (COS) within course period for a final determination; and

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

d. Staff and Instructor Development:

Quality Assurance of Staff;

Adaptation to the changing environment, current developments in NATO and regional/global security concerns are of vital importance for PTC-TUR. Bearing in mind that PTC-TUR is a learning organization, PTC TUR staff should therefore continuously well understand the strategic environment and continuously improve its institutional and individual competencies. The mandatory and desired qualifications on the job descriptions are gained through a systematic TGS human resource development and education planning in close coordination with not only national authorities but also NATO authorities. With this purpose, the main pillars of PTC TUR staff development are listed below;

      (a)   Orientation Training; staff arrive at the PTC-TUR with varying levels of expertise and experience. It is vital to maintain the academic excellence that an initial training programme be available to ensure a common, acceptable standard of proficiency. Every new personnel assigned to PTC-TUR are provided with trainings IAW the programme designed by Plan Section.

      (b)   On The Job Trainings(OJT); newly appointed personnel make the most of experienced personnel in the center.

      (c)   Continuation training; it is provided to facilitate personal progression and ensure the maintenance of standards. Development and maintenance of instructor and Course Director Proficiency are the responsibility of both the individual and Dean of Academics. Course Directors and Instructors have the majority of contact with learners in the residential training environment and are critical to the success of the PTC-TUR mission. Staff and Faculty development plans are provided at SOI-400-1.

(d)   National Courses; personnel regularly participate in undersecretaries of Defence Industry, Technology Training Center(SATEM) courses regarding their task.

(e)   NATO Courses; in coordination with TGS E&T Directorate, PTC-TUR personnel are sent to courses conducted in NSO in order to adapt themselves to NATO and E&T environment.

(f)   MBA and PhD Programs; PTC TUR personnel are motivated to join MBA and PhD programs on their professional areas. This will provide academic programme and wider point of view.

(g)   Organizational values; PTC TUR staff strictly follow the organizational values and are always competent to carry out their tasks in accordance with their job descriptions.

(h)   Communications skills; PTC TUR personnel are always expected to be capable of working at high demanding and flexible conditions. Each member of the PTC TUR should continuously improve their communication skills as it is a mandatory requirement in today's working environment.

(i)   Language Skills; improvement of English language skills is of highest priority for all personnel. In this regard; particularly course directors and instructors are selected among the military personnel who mastered the language and assigned formerly to NATO post and abroad missions.

(j)   All national and international education and training opportunities are sought to improve the skills of the academic personnel. The development program allows PTC-TUR personnel to receive adequate education and training based on their job description and PTC-TUR needs. Staff development requirements to be provided by the means of "undersecretaries of Defense Industry, Technology Training Center-SATEM" are submitted to TGS Individual Training Branch by Administrative Branch for national courses.

e.   **Learning Resources and Student Support:**

PTC-TUR is aware that learning in the most basic form is the acquisition of knowledge, skills and attitudes and is confirmed through a change in behavior. Learning is a process by which an individual assimilates and internalizes information, ideas and values thereby acquires knowledge and know-how as well as develop skills and overall abilities. Learning occurs through personal reflection, reconstruction, social interaction and practice. It may take place in formal, non-formal or informal settings. Learning may occur consciously as well as without conscious awareness. Learning is continuous and evolutionary, it does not happen all at once, but rather builds upon and is shaped by an environment and by what is already known and believed to be true.

PTC-TUR gives priority to satisfaction of student and instructor/lecturer by creating an environment conducive to E&T activities. Within the scope of Quality Management System, PTC-TUR's training and education facilities were subjected to renewal in order to provide an appropriate and decent education & training environment and increase the effectiveness and efficiency of the education and training activities. In line with QMS, PTC-TUR provides following ease;

(1)   Confirmation letter for registration and keeping contact with the participant before/during and after the course.

(2)   Pre-reading documents and welcome packages to the students.

(3)   Outstanding Classrooms with VTC capability, Syndicate work rooms,

library and lounge,

      (4)   Accommodation at the Officer Club,

      (5)   Breakfast and meal services at the Officer Club,

      (6)   Sport facilities at the Officer Club,

      (7)   Transportation from/to PTC-TUR,

      (8)   Transportation from/to airport,

      (9)   Opening (Ice breaker) and Closing (Farewell),

      (10)   Serving tea, coffee and cookies during breaks ,

      (11)   Cultural tour to historical and touristic places (Istanbul and Izmir),

      (12)   Emergency Health Care.

PTC-TUR has appropriate resources available to support students throughout the learning process. PTC-TUR ensures that these learning resources and other support mechanisms are:

      (1)   Readily accessible to students.

      (2)   Designed according to student's needs.

      (3)   Responsive to feedback from those who use them.

      (4)   Routinely monitored and improved.

The resources available in PTC-TUR to support the students' needs are as follows:

Facilities: Outstanding Classrooms with unclassified VTC capability, Syndicate work rooms, library and lounge which are refurnished and re-equipped with PCs/laptops, projections and screens; whiteboards, flipcharts, board markers, board rubbers, printers, papers and internet access in the internet room.

Transportation: PTC-TUR provides transportation between the airport and officers' club before and after course duration and on daily basis transportation between officers' club and the center and also for lunch at officers' club during course period to the students from NATO member countries, Partner Countries and from the countries that Turkey has Military Bilateral Cooperation Agreement.

Welcome packages: Folders including notebook, pen, course program and Student Comment forms and also name tags are delivered to the students at the beginning of the courses.

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

To improve the learning resources management and students' support, PTC-TUR gathers observations, recommendations and monitors students', lecturers' satisfaction. By benefitting from Student Comment form, all these information is summarized and analyzed in the Course After Action Report (or Post Course Review) delivered to all PTC-TUR staff to let them to take necessary actions.

      f.   **Information Systems and Knowledge Management:**

PTC-TUR ensures that the collection, analysis and use of relevant information for the effective management of its program of study and other activities.(see **SOI 200-4**) PTC-TUR

has two nets as follows;

Education Network System (ENS): With the intent of seamless execution of E&T activities and facilitating both its academic and administrative activities, PTC-TUR launched an Education Network System (ENS) project in 2014 with a special focus on enhancing the classroom activities and syndicate works with the modern information system infrastructure and CIS equipment. Having completed the different phases (hardware and software), project was completed and put in practice on 18 July 2018 and currently has been used for fostering both the academic and the administrative aspects of PTC-TUR activities.

      (a)   ENS project consists of;

          (1)   55 Desktop computers,

          (2)   10 Laptops,

          (3)   3 Servers,

          (4)   1 Tape unit,

          (5)   1 Switch (Backbone),

          (6)   Respective Software support,

          (7)   Internet Access Room,

          (8)   Computer assisted Syndicate rooms,

          (9)   VTC capabilities to all classrooms,

          (10) İnternal sound system.

      (b)   With the introduction of ENS; PTC-TUR has gained the following capabilities:

          (1)   Fast Internet access,

          (2)   Efficient and effective syndicate works,

          (3)   Enabling to share folders between Syndicate rooms and Classrooms,

          (4)   Facilitating extra searching in Internet,

          (5)   Enabling to properly process data,

          (6)   Facilitating preparing standard reports,

          (7)   Enabling to access and process data and statistical information,

          (8)   Using Integrated Database Management System.

PTC-TUR is using the same intranet system with Turkish General Staff (TGS) which internally allows information sharing and electronic communication for all TGS Network users. Being a method of interactions, TGS intranet system enables Turkish Armed Forces personnel to monitor closely not only PfP activities and Turkish PfP Training Center's activities but also best practices and lessons learned in Turkish Armed Forces; so PTC-TUR benefits of these best practices and lessons learned in its E&T activities.

The information system in PTC-TUR allows staff to share information internally using specific assigned system drives. For each staff member of PTC-TUR, 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 PTC-TUR staff members

and the other is the folder with limited access only to the members of the relevant branch/department. The IKM SOIs support the system by established collective rules in order to avoid duplications and misfits. The aim is to facilitate any information storage and search activities and to prevent duplications of stored data by different staff members. This ensures that the capabilities of the server can be used to its best extent. In this shared drive, also there are folders for each PTC-TUR E&T activity, to which all staff members have access. All information of the students and lecturers, course information, course program, presentations of lecturers and all information regarding course administrative issues can be found in these folders.

The information is not limited to electronic versions. Some documents arriving to PTC-TUR need to be stored physically. There is an archiving system in PTC-TUR, and in this system every branch and department is responsible to archive related documents. For the documents that need to be kept for a long period of time, there is an Archive Room available in the Centre.

g. PTC-TUR Database Programme:

The PTC-TUR Database is another part of Information and Knowledge Management (IKM) within PTC-TUR and is managed by Database Manager; Chief of CIS Section. The aim of the Programme is to support PTC TUR Staff, mainly the planners to assess the current situation and plan future activities, with the help of statistical information and reports by using the data of the conducted courses. Data entries to system are still going on properly because the system is newly developed.

This Database Program contains:

(1) Detailed information of students and their feedbacks and lecturers (e.g. rank/title, country, institution, contact information etc.),

(2) E&T courses conducted by PTC-TUR and their all students and lecturers,

(3) Electronic documents related with NATO E&IT such documents as MC 458/3, Bi-SC E&T Directive 075-002 and Bi-SC E&IT 075-007,

(4) Institutions supporting E&T activities in PTC-TUR consist of government bodies, universities, international organizations, military attaches, think-tanks etc.

(5) Each of PTC-TUR member staff has access to this Database Programme. All users are responsible for data entries, searches and making statistical reports. The Database Manager is responsible for the maintenance of the system.

h. Communication:

Internal and external communication is an important part of QMS strategy to ensure the efficient and timely information flow between the stakeholders. PTC-TUR has various internal and external stakeholders related to E&T activities. The communication plans including the main processes in PTC-TUR, its stakeholders, means and frequency can be found in **ANNEX D**.

The communication means used in PTC-TUR are:

(1) Events (courses, METT)

(2) Meetings (weekly staff meetings, monthly command meetings, QMCM etc.)

(3) Formal letters, reports, surveys(invitation and confirmation letters, meeting reports and satisfaction surveys)

   (4) E-mail, telephone, (intranet and internet e-mail addresses, national and international phone calls)

   (5) Person to person communication,(PTEC WG, PTEC CC,PTEC market place, military delegations and national day celebrations of embassies)

   (6) Shared tools:

The main pillars of the system are as follows;

   (1) Web page (internet and intranet)

   (2) PTC-TUR has also a general e-mail address (bioem@tsk.tr) through which people from outside can reach the Center to get information about activities.

   (3) Shared calendar:

To increase internal communication, PTC-TUR developed and currently employs a PTC-TUR Shared Calendar. This tool is managed by plan branch, but each staff member is responsible for his/her own data entry, monitoring and updating task progress. This tool helps staff members to follow tasks, keep informed of updates, identify responsible personnel, manage deadlines and see the overall picture of PTC-TUR activities. It ensures an accurate information flow between the staff members. The details and the current status of tasks are discussed during the weekly leadership meeting.
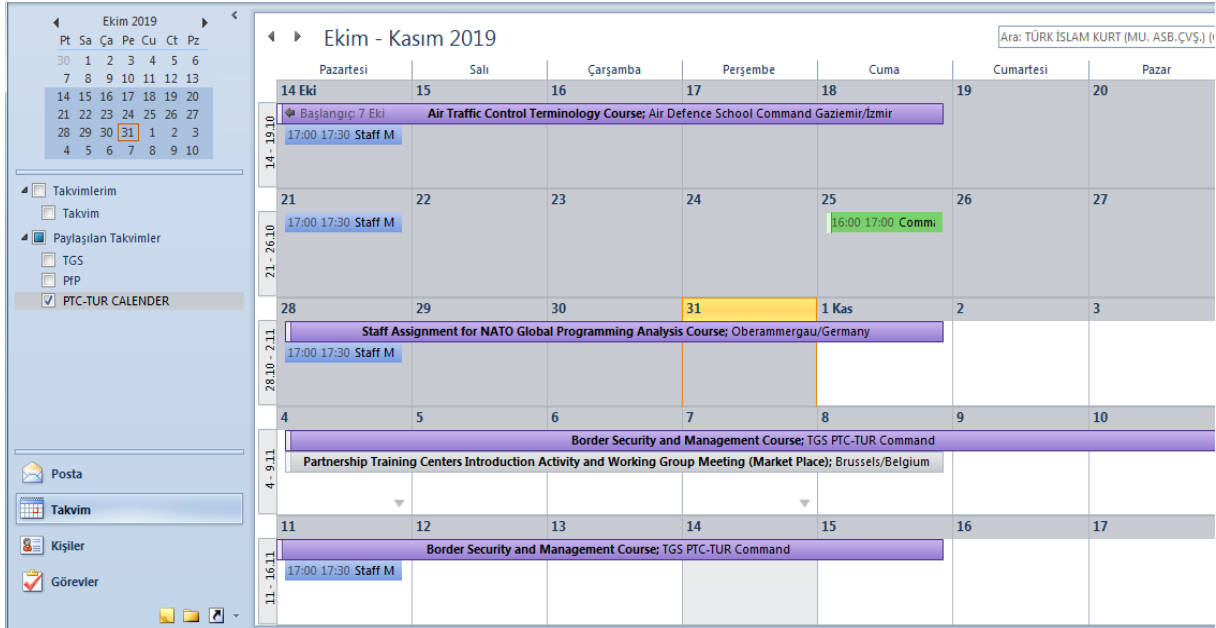
PTC-TUR Shared Calendar

External Quality Assurance Mechanism – Periodic

  To ensure that high quality standards are maintained, the following external academic review mechanism shall be utilized.

  Annual Quality Assurance Report: Activities of PTC-TUR are reported to HQ SACT/JFD to be assessed in term of QA Policy, QMS, and identify best practices and areas of improvement.

   (1) Annual TGS Evaluation: Each year an external evaluation is conducted by Turkish General Staff (TGS) through on-site audition by an evaluation team from TGS. In this evaluation process, activities of PTC-TUR are scrutinized in terms of academic,

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administrative and financial themes. A follow-up report is than sent to PTC-TUR containing strength and weakness areas. Timeframe for the evaluation is determined each year by TGS.

(2)   Annual Organizational Performance Report: An annual report is prepared and sent to Ministry of Defense via TGS, containing a summary of activities of PTC-TUR in terms of academic, administrative and financial themes.

(3)   Annual Financial Report: A financial report is sent to TGS containing financial figures of activities in a fiscal year and seeks to ensure that its core activities of training and education are working productively with the direct support of enabling services to achieve its mission and goals.

i.   Public Information:

PTC-TUR believes the importance of public information IOT expand the number of applicants to institution, help the institution to become better known, gain an enhanced reputation and maintain good relations with the community and positive relations with the alumni.

PTC -TUR web page (internet) run by PTC TUR CIS Section is redesigned into a user-friendly interface to include necessary information for both the participants and the stakeholders. It can be reached through www.bioem.tsk.tr.

The major roles of the web page are as follows;

(1)   Main assets for inform the public,

(2)   Contacting potential course attendees.

(3)   Updated every week,

(4)   Covers all courses, and their details, academic calendar, visits, socials

(5)   Related forms

(6)   Frequently asked questions (FAQ)

PTC -TUR web page (intranet) is also redesigned into a user-friendly interface to include necessary information for both the participants and the stakeholders within the TGS and Force Commands. It aims at informing military and civilian personnel in the TGS and Force Commands about PfP Training Center activities by providing detailed information of course contents, academic calendar and other issues related to E&IT. It can be reached through www.gnkur.tsk.

PTC-TUR Course Guide/Catalogue contains each course with its classification, dates of iteration and length, number of max of students for each course, tuition fees and all relevant information regarding academic and administrative issues. Course Catalogues are printed 1000 pieces per year and distributed to all Attaches to Turkey, Turkish Attaches abroad and relevant official institutions.

One of other published materials is the annual calendar which includes activities related to PTC-TUR E&IT of that year.

PTEC Market Place: PTC-TUR actively participates in the PTEC Market Place activities in order to promote its activities, establishing connections with other PTECs for the purpose of exchanging recent information, updating trainer exchange programs, consulting the NATO authorities and contacting national delegations.

PTC-TUR provides and inserts information to ETOC, e-ITEP and e-PRIME systems operated by ACT system managers with the aim of inclusion PTC-TUR E&T activities in

PCM and follows-up developments regarding PCM and collects statistical data about courses carried out in other centers.

16. Strengths and Areas for Improvement:

In its 20 years of history, PTC-TUR has implemented a series of important activities including both national and international courses, seminars, workshop and mobile training activities and further has contributed significantly to the execution of efficient, effective and affordable education and training system that proves to be affordable for partner nations and non-NATO entities. In order to do so, PTC-TUR thrives the opportunity to create a more holistic approach in managing E&T activities due to the necessity of the full range of capabilities for operating in an evolving and uncertain security environment.

PTC-TUR seeks to enhance institutional performance of the academic and support services incrementally by constantly evaluating the procedures and processes in place according to the center's vision, mission and the values, through continuous improvement processes. PTC-TUR adapted continuous quality improvement cycle into its quality management system. The Continuous improvement process (CIP) in PTC-TUR is an ongoing effort to boost the efficiency of services or processes. With the help of CIP, PTC-TUR can foresee the indicators to be achieved in near future.

a. Strengths:

Training and Education activities have played and continues to play a key role in the enhancement of military cooperation between nations and further for the achievement of operational and strategic objectives in support of NATO led Operations.

PTC-TUR's role in support of NATO is to provide training and education support to NATO, Partner Nations in order to contribute to the attainment of interoperability objectives and to enhance military cooperation consistent with the objectives and priorities of NATO's policy and principles.

In the process of planning and conducting E&T activities, PTC-TUR is always in close coordination with respective NATO, UN and other international military and civilian organization/institution in order to take advantages of their area of expertise. In this context, PTC-TUR works with other PTECs and COEs as well. One of the gauges of these co-operations has been Energy Security Awareness Course which has been jointly conducted with NATO ENSEC COE, Vilnius, Lithuania at PTC-TUR since December 2018. The other gauge has been UN Military Observer Course, accredited by UN, which is contributes NATO-UN co-operation since 2007.

PTC-TUR gives great importance to support NATO by providing qualitative E&T in line with NATO Bi-SC directives and National directives which identify its roles as well as PTC-TUR always takes into consideration the NATO's E&T priorities such as Projecting Stability, Emerging Threats, Cultural Awareness and Gender Mainstreaming. Together with the developments in the NATO E&T System, the increasing interest and demand respected to the PTC-TUR activities in the recent years create new cooperation opportunities to enhance interoperability between NATO and partner countries.

Since its establishment, PTC-TUR has made lots of contributions to NATO activities by taking part in PTECs' functions such as PTEC CC, PTEC WG, PTECs Market Place and Seminars which are the occasions to exchange ideas and to share valuable experiences and best practices as much as possible.

In addition to our international efforts, PTC-TUR has conducted Individual Training and Educational activities including   Pre-Deployment courses for Turkish personnel

appointed to NATO Mission in Iraq (NM-I), Resolute Support Mission in Afghanistan (RSM) as well as NATO Orientation Training Course for Turkish personnel appointed to NATO HQ and other NATO posts so as to get ready them for their duty. Besides mentioned courses, PTC-TUR has conducted various courses for personnel, based on application, from NATO member countries appointed to the NATO Rapid Forces (NRF), NATO's Very High Readiness Joint Task Force (VJTF) positioned in Istanbul and NATO LANDCOM positioned in Izmir, Turkey.

b.   Areas for Improvement:

The complexity and uncertainty of the recent strategic environment and emergent crisis in the volatile regions of the world serve as an agent for change and also a challenge for nations' capabilities. These threats constitute an unprecedented challenge to which the Alliance has to respond as a body of capabilities. Resultant to the requirements from the non-Article 5 and Article 5 operations, nations' individual efforts should be employed with great diligence by the Alliance to maintain a high degree of interoperability of NATO and Partner forces. Nations allocate their human capital in various NATO and UN operations by being responsive to changing circumstances towards high intensity operations through individual and collective training and exercises. While nations realize progress towards delivery of capabilities prioritized by NATO, E&IT opportunities through PTECs should be supported by appropriate channels of support, recognizing that the PTEC community serves as a key enabler for the priority and capability areas.

Language Proficiency: Language proficiency seems to be the significant barrier for the participants those who participate from some NATO, MD, ICI and Partners across the Globe countries.

Participation Scope: Participation to PTECs' NATO approved E&T activities should be encouraged and supported. These encouragement and support are thought to be indispensable for enhancing the roles of PTECs in NATO E&IT framework.

17.   Contact Information:

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(Originally Signed)

Nedim ULUSAN
Colonel (TUR A)
Commandant, PTC-TUR

ANNEXES   :
ANNEX-A (Quality Management Review Process Matrix)
ANNEX-B (PTC-TUR KPIs)
ANNEX-C (RACI Matrixes for Processes in PTC-TUR)
ANNEX-D (Communication Plan)
ANNEX-E (COMPLAN Matrix)
ANNEX-F (QMS Review Cycle)

ANNEX-G (PTC-TUR Organization Chart and Tasks of Key Personnel)
ANNEX-H (Forms)
ANNEX-I (QMCM Minutes and QA Check Templates)
ANNEX-J (QM Process Time Frame)
ANNEX-K (SOPs and SOPs Index)