

NATO UNCLASSIFIED

TURKISH
PARTNERSHIP FOR PEACE TRAINING CENTER
(PTC-TÜR)
PK-45 06581
Bakanlıklar/Ankara, Türkiye
Tel.: +90 312 425 6557
E-mail: turkishpfp@tsk.tr



TURKISH

PARTNERSHIP FOR PEACE TRAINING CENTER

(PTC-TÜR)

PTC-TÜR QUALITY ASSURANCE POLICY

2025

Table of Contents

GLOSSARY OF TERMS	4
PTC-TÜR QUALITY ASSURANCE POLICY	6
1. Purpose	6
1.1 Policy Statement	6
2. Background	6
3. The Principles	7
3.1 Scope of the Policy	7
3.2 Foundation of the Policy	7
3.3 Guiding Principles	8
3.3.1 Stakeholder Focus	8
3.3.2 Process-Driven Approach	8
3.3.3 Continuous Improvement	8
3.3.4 Evidence-Based Decision-Making	8
3.3.5 Shared Responsibility and Accountability	8
3.3.6 Compliance and Transparency	9
3.3.7 Risk-Based Approach	9
3.3.8 Key Stakeholders	9
3.3.8.1 Internal Stakeholders	9
3.3.8.2 External Stakeholders	9
4. Quality Management System	10
4.1 Organization	10
4.2 Roles and Responsibilities	11
4.2.1 Strategic Oversight (Quality Management – QM)	11
4.2.2 Systemic Implementation (Quality Assurance – QA)	11
4.2.3 Quality Management Officer	12
4.2.4 Operational Execution (Quality Control – QC)	12
5. Implementation Strategy	12
5.1 Data Collection and Feedback	13
5.1.1 Pre-Course Coordination Meetings	13
5.1.2 Post-Course Reviews (PCRs) and Full After-Action Reports (FAARs)	13
5.1.3 In-Activity Monitoring	13
5.1.4 Staff Self-Inspection	14
5.1.5 Systematic Quality Checks	14
5.1.6 Structured Institutional Reviews	14
5.1.7 Supervisor and Operational Feedback	14

5.2 Analysis, Strengths, and Areas for Improvement.....14

5.3 Corrective and Preventive Action15

5.4 Monitoring and Review15

6. Quality Assurance Review Cycle15

6.1 Internal Review Loop (Continuous, Periodic, and Annual)15

6.2 External Review Loop (Annual and Periodic)17

6.3 Communication Plan17

6.3.1 Internal Communication.....17

6.3.2 External Communication18

7. Quality Assurance Supporting Elements and Resources.....20

7.1 Definition and Delivery of Instruction (ANNEX A).....20

7.2 Student Assessment (ANNEX B).....20

7.3 Staff and Faculty Development (ANNEX C).....21

7.4 Learning Resources and Student Support (ANNEX D)21

7.5 Information Systems and Knowledge Management (ANNEX E)21

7.6 Public Information (ANNEX F).....22

8. Contact Information.....22

GLOSSARY OF TERMS

Acronym	Definition
ACT	Allied Command Transformation.
ADC	Annual Discipline Conference.
ANNEX	Supplementary material attached to this Policy (e.g., ANNEX-A, ANNEX-B).
AQAR	Annual Quality Assurance Report.
Bi-SC	Bi-Strategic Command (directive reference prefix).
CCDs	Course Control Documents: authorised course documents defining learning outcomes, assessments and curriculum content.
CIP	Continuous Improvement Process: the cycle of review, corrective action and improvement used across the QMS.
DH / DHs	Department Head / Department Heads.
E&T	Education and Training.
ENS	Education Network System (institutional academic network and classroom VTC infrastructure).
EO	Enabling / Learning Objective (when used in course documentation).
e-PRIME	NATO electronic reporting / repository system used for course and QA outputs.
ETO C	NATO Education and Training Operations Catalogue / E&T course management system (as used in this Policy).
FAAR	Full After-Action Report: consolidated post-course report that includes SCF analysis and lessons learned.
GP	Global Programming (as referenced in staff certification context).
HQ SACT / SACT	Headquarters, Allied Command Transformation.
IDMS	Integrated Database Management System: PTC-TÜR's internal data repository and reporting tool.
JFD	Joint Force Development (component/branch within HQ SACT, referenced as HQ SACT/JFD).
KPI	Key Performance Indicator: a measurable value used to evaluate QMS performance (e.g., satisfaction rate, graduation rate, SOP timeliness).
MoD	Ministry of National Defence (Türkiye).
MTT	Mobile Training Team (if referenced elsewhere in policy annexes).
PAO	Public Affairs Officer: responsible for public information processes coordinated with the QMO.
PCR	Post-Course Review: the meeting held within two weeks after a course to capture immediate feedback.

NATO UNCLASSIFIED

Acronym	Definition
PTC-TÜR	Partnership for Peace Training Center — Türkiye.
PfP	Partnership for Peace (NATO framework).
PTEC / PTECs	Partnership Training and Education Center / Centers.
QMC	Quality Management Committee: governance body that reviews QMS performance and KPIs.
QMCM	Quality Management Committee Meeting (formal meeting of the QMC).
QMO	Quality Management Officer: the named individual responsible for coordinating, implementing and maintaining the QMS (agenda prep, reporting, document control, KPI monitoring).
QA	Quality Assurance.
QMS	Quality Management System.
RA / RAs	Requirement Authority / Requirement Authorities (discipline-specific NATO authorities).
RACI	Responsibility, Accountability, Consulted, Informed (matrix format used in ANNEX-H).
SAT	Systems Approach to Training.
SCF	Student Comment Form: participant feedback questionnaire completed at course end.
SHAPE	Supreme Headquarters Allied Powers Europe (if referenced in annexes or partner lists).
SOI	Standard Operating Instruction.
SOP	Standard Operating Procedure.
STAKEHOLDERS	Collective term for internal/external actors identified in the Policy (e.g., Commandant, MoD, NATO commands, course participants).
TGS	Turkish General Staff.
TRA	Training Requirements Analysis (course design step).
VTC	Video Teleconferencing.

PTC-TÜR QUALITY ASSURANCE POLICY

SUBJECT : PTC-TÜR Quality Assurance Policy

UPDATED : 24 June 2025

REFERENCES :

- A. MC0458/3 (Final), NATO Education, Training, Exercises and Evaluation (ETEE) Policy, 3 Jan 2023.
- B. Bi-SC Education and Training Directive 075-002, 12 Jun 2023.
- C. Bi-SC Education and Individual Training Directive 075-007, 20 Mar 2025.

1. Purpose:

The purpose of this document is to define the Quality Assurance (QA) Policy for the Partnership for Peace Training Center - Türkiye (PTC-TÜR). This policy establishes the framework for the Center's Quality Management System (QMS), detailing the processes, responsibilities, and mechanisms required to ensure all Education and Training (E&T) activities are conducted in accordance with the standards set in Bi-Strategic Command Directive 075-002 and our main focus, which is Bi-Strategic Command Directive 075-007. It further describes the strategy, scope and functions for the implementation of the QMS across the institution. This policy is designed to create a transparent, coherent and sustainable quality culture that promotes continuous improvement in every facet of PTC-TÜR's operations, from curriculum design and delivery to administrative and logistical support. Ultimately, this policy serves as the foundational document to uphold PTC-TÜR's commitment to strategic excellence, support the successful execution of its mission and meet the high expectations of NATO, Partner nations and all international stakeholders.

1.1 Policy Statement

PTC-TÜR is unequivocally committed to achieving and maintaining the highest standards of quality in all its Education and Training (E&T) activities. We pledge to consistently meet the requirements of NATO, Partner nations, and all our stakeholders by fostering a culture of continuous improvement, transparency, and accountability. This policy serves as the cornerstone of our commitment to delivering relevant, effective, and efficient training solutions that enhance interoperability and support the Alliance's strategic objectives.

2. Background:

The Partnership for Peace Training Center - Türkiye (PTC-TÜR) operates within a framework shaped by Türkiye's strategic position at the crossroads of Europe and Asia. PTC-TÜR's activities are directly influenced by a dynamic regional security environment that demands interoperable cooperation to address a wide spectrum of challenges in crisis response, humanitarian relief, border security and cooperative security. These efforts entail a

comprehensive approach, where tools like strategic communication and civil-military interaction are essential for communicating NATO's vision and mission to NATO Partner Countries.

PTC-TÜR's primary mission is to provide high-quality Education and Training (E&T) to military and civilian personnel from NATO and NATO Partner countries. This is accomplished through a diverse portfolio of residential courses and mobile training activities designed to enhance interoperability and support capacity building across key frameworks, including Partnership for Peace (PfP), Mediterranean Dialogue (MD), the Istanbul Cooperation Initiative (ICI) and Partners Across the Globe (PatG). Since its inauguration on June 29, 1998 and its recognition as the first-ever partnership training center by NATO on February 12, 1999, PTC-TÜR has been a key contributor to NATO's partnership initiatives, reflecting its professionalism through modern facilities, distinguished instructors, realistic field training and comprehensive logistical support.

This commitment to excellence is built upon a legacy of quality, originating from its establishment as a key contributor to NATO's Partnership for Peace (PfP) framework and demonstrated by the PTC-TÜR's previous 'NATO Quality Assurance Unconditional Accreditation'. Today, in accordance with References B and C, all activities at PTC-TÜR are governed by a robust Quality Management System (QMS) and the principles of the Systems Approach to Training (SAT), ensuring the continued delivery of effective, efficient and relevant training solutions.

3. The Principles:

This section outlines the scope, foundation, and guiding principles of the PTC-TÜR Quality Assurance Policy, ensuring full alignment with the methodologies and standards mandated in References B and C.

3.1 Scope of the Policy

This QA Policy applies comprehensively to all Education and Training (E&T) activities conducted by or on behalf of PTC-TÜR. It covers the entire lifecycle of E&T solutions—from initial requirements analysis and program design to delivery, evaluation and continuous improvement. Furthermore, its scope extends to all supporting functions, including administrative support, resource management, and staff development, making it applicable to all PTC-TÜR personnel involved in these processes.

3.2 Foundation of the Policy

The foundation of this policy rests on two core NATO-mandated frameworks:

- (a) Quality Management System (QMS):** The overall structure of processes, roles and responsibilities established to ensure that all E&T activities consistently meet defined quality standards and stakeholder requirements. This system works as an interconnected set of components, ensuring that core processes and resources are aligned towards common goals.
- (b) Systems Approach to Training (SAT):** The specific, systematic methodology used for the analysis, design, development, implementation and evaluation of all NATO

E&T solutions to ensure they are effective, efficient and relevant. This ensures that all training is not only effective and efficient but also directly relevant to identified capability gaps and operational needs.

3.3 Guiding Principles

PTC-TÜR has adopted the following strategic quality objectives:

- (1) To fulfill all QA requirements as recommended by Allied Command Transformation and report to the respective bodies.
- (2) To apply and integrate QMS and NATO Quality standards into all organizational processes and procedures.
- (3) To systematically analyze, implement, monitor, measure, and review the Quality Management System at all levels to foster continuous improvement.

The implementation of the QMS and all E&T activities are guided by the following principles:

3.3.1 Stakeholder Focus

The primary goal of the QMS is to meet and exceed the requirements of all stakeholders, including NATO, Partner nations and most important the distinguished course participants. We are committed to delivering services and products that are consistently fit for purposes.

3.3.2 Process-Driven Approach

E&T activities are managed as a system of interrelated processes, leveraging expertise and feedback across all functional departments to ensure consistent and effective outcomes. This approach ensures that education and training solutions are aligned with requirements and delivered with optimal efficiency.

3.3.3 Continuous Improvement

PTC-TÜR is committed to a cycle of continuous improvement in all its processes and products. This is driven by a structured Continuous Improvement Process (CIP) that utilizes regular reviews and performance data to enhance quality. This principle is guided by the tenets of "doing the things right," "doing the right things," and continuously "doing things better." The specific framework for achieving quality objectives through this review cycle is described in the Quality Management Review Process Matrix at ANNEX-G.

3.3.4 Evidence-Based Decision-Making

Decisions concerning E&T design, delivery, and resource allocation are based on the systematic collection and analysis of verifiable data. This ensures that improvements are targeted, effective and responsive to actual performance.

3.3.5 Shared Responsibility and Accountability

Quality is the shared responsibility of all PTC-TÜR personnel. Roles and responsibilities within the QMS are clearly defined and all staff are accountable for their contribution to quality outcomes. All stakeholders are obligated to report, explain and be

answerable for their programs.

3.3.6 Compliance and Transparency

All E&T activities are developed in strict compliance with NATO doctrine, policies and directives. QA processes and results are documented and shared transparently to foster collaboration and share best practices. The QA Policy itself will be made available on the Intranet and Internet websites, as appropriate, to ensure open access for all internal and external stakeholders.

3.3.7 Risk-Based Approach

The QMS adopts a risk-based thinking approach, enabling the organization to identify factors that could cause its processes to deviate from the planned results, to put in place preventive controls, and to make maximum use of opportunities as they arise. Risk assessment is an integral part of the QMC's reviews, ensuring potential issues are managed proactively in line with the continuous improvement ethos of Bi-SC Directive 75-7 (Reference C).

3.3.8 Key Stakeholders

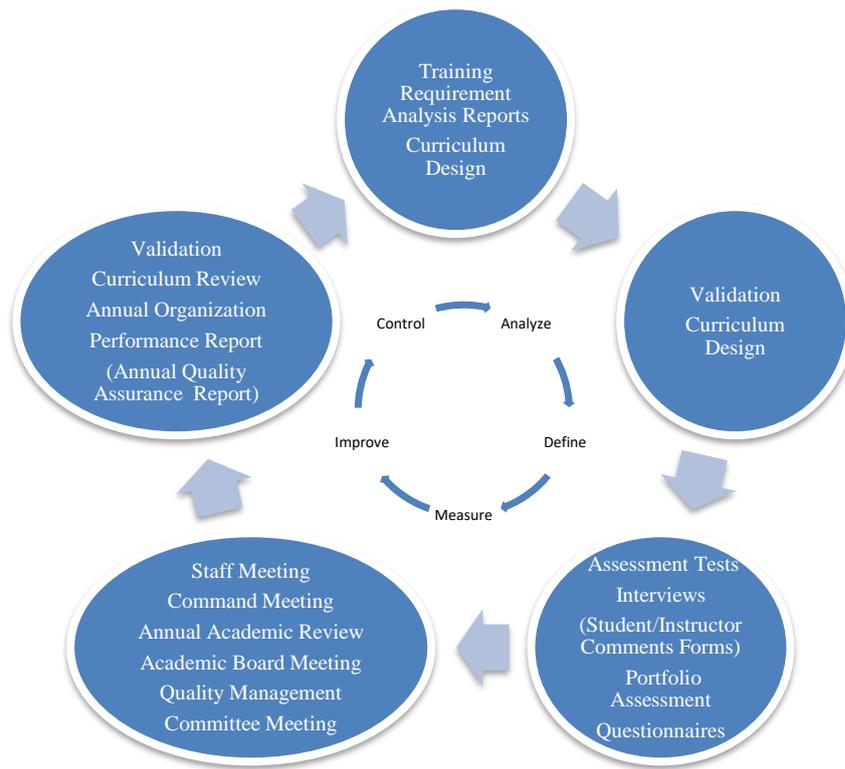
The QMS recognizes and addresses the needs of a wide range of stakeholders, who are categorized as follows:

3.3.8.1 Internal Stakeholders

Commandant, Chief of Staff, QMC and Academic Board members, all PTC-TÜR personnel (academic, administrative, and support staff).

3.3.8.2 External Stakeholders:

NATO Strategic Commands (SHAPE & ACT), SHAPE Partnership Directorate (PD), NATO Centres of Excellence (COEs), Turkish Ministry of National Defence (MoD), Turkish General Staff (TGS), course participants and their sending nations (NATO & Partner), and other Partnership Training and Education Centers (PTECs).



Continuous Improvement Cycle in PTC-TÜR

4. Quality Management System:

PTC-TÜR's quality strategy is to ensure its core Education and Training (E&T) activities are seamlessly integrated with enabling support services to effectively achieve the Center's mission and goals. This strategy is implemented through a comprehensive Quality Management System (QMS) that governs all institutional processes.

The QMS ensures that all activities—from E&T design and delivery to administrative, resource management, and staff development—adhere to the standards and methodologies defined within NATO's E&T framework. The cornerstone of this strategy is the principle of Continuous Improvement. Aligned with the Center's vision and mission, PTC-TÜR is committed to an ongoing cycle of evaluation and refinement to enhance institutional performance by systematically improving E&T products and support services.

To execute this strategy, the QMS is built upon a defined organization with clear roles and responsibilities.

4.1 Organization

The QMS organization defines command, coordination and support relationships among all internal and external QA stakeholders. This structure ensures clear communication and reporting lines, from the highest governance level to the individual staff member and includes key external entities such as HQ SACT, Requirement Authorities (RAs) and Department Heads (DHs).

The detailed structure, illustrating the relationships between the Academic Board, Quality Management Committee (QMC), Quality Management Office, and other key entities, is depicted in the Quality Management Organizational Chart (RACI Matrixes) at ANNEX-H. Furthermore, the Quality Management Review Process Matrix, which serves as a detailed matrix that visually maps the actions, responsible personnel, and standards for every key process within our QMS, is located at ANNEX-G.

4.2 Roles and Responsibilities

The QMS functions at three distinct levels—strategic management, systemic assurance, and operational control—with clearly defined roles and outputs for each. The specific tasks and responsibilities for each of these roles are meticulously detailed in the Tasks of Key Personnel document and visually represented in the process matrices found within the Quality Management Review Process Matrix (ANNEX-G) and the RACI Matrixes (ANNEX-H).

In accordance with Bi-SC Directive 075-007 (Ref C) and Bi-SC Directive 075-002 (Ref B), PTC-TÜR requires an Individual Training Plan (ITP) for each participant on courses where individualized objectives are appropriate (e.g. long courses, modular programmes, ADL blended tracks, or where pre-course assessment indicates tailored learning needs). The ITP is developed during the Course Design and Registration phases by the Course Director in coordination with the Plan Section and the participant, referencing the Course Control Document (CCD II/III). The Course Director ensures the ITP is referenced during Post-Course Review and FAAR processes. The Course Director is responsible for implementation and day-to-day monitoring; the QMO reports ITP coverage and completion metrics quarterly to the QMC as part of the KPI suite (see KPI-2 Graduation Success Rate and KPI-reporting requirements). Any deviations from the ITP (non-attendance, early departure, assessment failure) must be recorded in the FAAR.

4.2.1 Strategic Oversight (Quality Management - QM):

The Academic Board, chaired by the Commandant, holds the overall responsibility for the management of all PTC-TÜR activities. The board ensures that the Center generates and adheres to the plans and procedures for all training and education activities, meeting every six months to provide top-level strategic guidance.

The Quality Management Committee (QMC) serves as the primary governance body for the QMS. It provides strategic direction; reviews overall system effectiveness based on Key Performance Indicators (KPIs) and advises the Academic Board. The Quality Management Office meets every four months chaired by the Chief of Staff, to ensure appropriate plans and procedures are generated and followed.

4.2.2 Systemic Implementation (Quality Assurance - QA):

The Quality Management Office is the central body responsible for the day-to-day management and implementation of the QA program. It monitors processes, coordinates quality checks and analyzes data to ensure systemic adherence to NATO standards. The Quality Management Office is also responsible for developing and updating the QA policy and translating the QMC's decisions to the entire staff.

4.2.3 Quality Management Officer (QMO):

The Quality Management Officer (QMO) is the designated individual responsible for the coordination, implementation and continuous maintenance of the Quality Management System (QMS).

The QMO's specific responsibilities include, but are not limited to:

- Preparing the agenda and supporting documents for each QMC meeting.
 - Collecting and consolidating QA data (Student Comment Forms, FAAR/PCR outputs, KPI datasets) and producing the QMC briefing pack.
 - Maintaining the central QA register (SOP/SOI version history, review dates, corrective actions and status).
 - Monitoring KPI performance and tracking corrective/preventive actions until closure.
 - Drafting and disseminating QMC minutes, and ensuring QMC decisions are translated into action by responsible owners.
 - Managing QA communication with internal and external stakeholders and serving as the primary point-of-contact for QA matters.
- Ensuring approved document changes are disseminated and archiving superseded versions in the official archive.

4.2.4 Operational Execution (Quality Control - QC):

PTC-TÜR's Course Directors and Branch/Section Leads are responsible for executing quality control measures within their areas, including pre-activity inspections and post-course reviews. They are the first line in identifying and rectifying issues at the activity level. All Course Directors are accountable to ensure that course learning objectives, assessments and delivery are fully aligned with the approved Course Control Documents (CCDs). CCD compliance shall be verified during Post-Course Reviews (PCRs) and recorded in the FAAR.

All Staff are responsible for adhering to approved procedures (SOIs), reporting non-conformities and actively contributing to the quality culture of PTC-TÜR. The specific tasks and responsibilities for these roles are detailed in the process matrices found within the Quality Management Review Process Matrix (ANNEX-G) and the RACI Matrixes (ANNEX-H).

5. Implementation Strategy:

This QA Policy is implemented through a dynamic and cyclical process designed to systematically monitor performance, analyze feedback and drive continuous improvement across all E&T activities. This process is the practical application of the Center's Continuous Improvement Process (CIP). PTC-TÜR QMS incorporates four distinct but interconnected dimensions, each with its own purpose, scope and nature (proactive or reactive), which are used to implement this policy:



Quality Dimensions Applied to NATO E&IT

5.1 Data Collection and Feedback

The QMS actively collects qualitative and quantitative data from multiple sources to gain a comprehensive understanding of performance and effectiveness. Key feedback mechanisms include:

5.1.1 Pre-Course Coordination Meetings

In addition to general planning meetings, a comprehensive coordination meeting is conducted exactly three days before the start of every course. This meeting brings together all relevant personnel to review every detail of the course process, from logistical arrangements to academic delivery, ensuring all aspects are synchronized and potential issues are addressed proactively.

5.1.2 Post-Course Reviews (PCRs) and Full After-Action Reports (FAARs)

Capturing feedback from participants and instructors on course delivery, content, and support. A key instrument for this process is the "Student Comment Form" (SCF), which is administered at the end of every course. The analysis of SCFs provides the primary data for the FAAR. PCR meetings are held within two weeks of a course's conclusion to capture immediate, actionable insights.

5.1.3 In-Activity Monitoring

Direct observation of E&T activities by Course Directors and designated staff to ensure adherence to quality standards. This includes assessing lecturers and monitoring the overall execution of the course.

5.1.4 Staff Self-Inspection

Formal and informal feedback from staff regarding process efficiency and potential areas for improvement. This is facilitated through mechanisms like the "Opinion/Proposal Form," which allows any staff member to contribute to self-inspection and quality improvement.

5.1.5 Systematic Quality Checks

Periodic reviews and audits of key processes conducted by the Quality Management Office. These checks, often supported by checklists and criteria lists, provide a formal basis for evaluation prior to QMC meetings.

5.1.6 Structured Institutional Reviews

In addition to activity-specific feedback, quality is monitored through established institutional forums, including Quarterly Quality Management Committee (QMC) meetings and Annual Academic Board reviews, which provide a formal mechanism to assess systemic performance, discuss feedback trends, and direct strategic improvements.

5.1.7 Supervisor and Operational Feedback

Recognizing the importance of on-the-job performance as highlighted in Bi-SC Directive 75-7 (Reference C), PTC-TÜR is committed to developing and implementing mechanisms for collecting delayed feedback from graduates' supervisors. Findings from these external evaluations will be formally integrated into the annual Quality Assurance review cycle to ensure the continued operational relevance of our E&T solutions.

5.2 Analysis, Strengths, and Areas for Improvement

All collected data is synthesized and analyzed by the Quality Management Office to identify systemic trends. This analysis focuses on:

- **Strengths:** PTC-TÜR's key strengths include its strategic location, a legacy of receiving 'NATO Quality Assurance Unconditional Accreditation', and a proven ability to deliver high-quality E&T to a diverse audience from NATO, Partner, and other nations. The Center excels in fostering interoperability through its diverse course portfolio.
- **Areas for Improvement (Weaknesses):** The Center continuously seeks to address challenges. An identified area for ongoing improvement is ensuring consistent language proficiency among participants from diverse non-NATO backgrounds to maximize training effectiveness. Actions to mitigate this include clear pre-course communication on language requirements, adaptive instructional techniques during courses, and analyzing participant feedback to refine future selection criteria.
- **Opportunities and Uncontrollable Factors:** The dynamic regional security environment presents both challenges and opportunities. The Center leverages these by adapting its curriculum to address emerging security challenges, thereby enhancing its relevance and value to NATO and partner nations.

5.3 Corrective and Preventive Action

The results of the analysis are presented to the Quality Management Committee (QMC) for decision making. Based on the findings, the QMC directs specific corrective or preventive actions, which may include revising Standard Operating Instructions (SOIs), updating course curricula, or reallocating resources. The continuous improvement process is the essential element here, where the Center makes every reasonable effort to achieve permanent, repetitive innovation and learning based on the gathered information.

5.4 Monitoring and Review

Progress on all action items is tracked by the QMO and reviewed at subsequent QMC meetings to ensure effective implementation and resolution. Furthermore, this QA Policy and the overall effectiveness of the QMS are subject to a formal annual review to ensure their continued relevance and alignment with the Center's strategic goals and NATO E&T requirements. This entire process is cyclical and is detailed in the QMS Review Process Matrix at ANNEX-G.

All Standard Operating Procedures (SOPs) and Instructions (SOIs) are subject to a formal review cycle to ensure their continued relevance and effectiveness. Each document is reviewed at least annually by the responsible department. Additionally, ad-hoc reviews are triggered by significant changes in NATO doctrine, feedback from audits, or findings from Post-Course Reviews. All revisions are approved by the Chief of Staff and disseminated to all personnel.

6. Quality Assurance Review Cycle

The QMS is subject to a structured and continuous review cycle to ensure its effectiveness and drive improvement. This cycle operates through defined internal and external loops, each with a specific timeline and purpose, ensuring that feedback is systematically collected, evaluated, and actioned. This review cycle is the engine of our Continuous Improvement Process (CIP), reinforcing quality within the entire PTC-TÜR staff. The detailed schedule for this cycle is outlined in the Quality Management Review Process Matrix at ANNEX-G.

6.1 Internal Review Loop (Continuous, Periodic, and Annual)

(a) Course-Level Review (Continuous): Following the completion of each E&T activity, a Post-Course Review (PCR) meeting is conducted within two weeks to capture immediate feedback. This review, presided over by the Commandant or Chief of Staff, allows for a critical appraisal of the course conduct in an open forum, defining successes and deficiencies. This is followed by a Full After-Action Report (FAAR), which consolidates all evaluation data and lessons identified from the course. The FAAR is a key document that includes statistics on attendance and analyzed results from questionnaires, primarily the "Student Comment Form" (a template is provided in

ANNEX-B), and it is uploaded to the e-PRIME system to inform other PTECs and ACT.

PTC-TÜR maintains a formal Lessons Learned (LL) process in line with Bi-SC Directive 075-007 (Ref C). Operational and course-level lessons are collected through Student Comment Forms (SCFs), FAARs, instructor inputs, and external LL reports. The Lessons Learned Coordinator (or assigned LL focal point) forwards validated items to the relevant Course Director. Course Directors must consider validated lessons for incorporation into CCD revisions during the next scheduled CCD update or as an ad-hoc revision where the lesson materially affects course effectiveness or safety. The QMO ensures all recommended LL actions are recorded as corrective/preventive actions, tracked in the QMS register, and presented at the next QMC meeting for review. Implementation of LL-driven changes is verified via subsequent FAAR cycles and reported in the AQAR.

(b) Management-Level Review (Quarterly): On a quarterly basis, the Quality Management Committee (QMC) convenes to review the aggregated findings from FAARs, analyze performance trends against Key Performance Indicators (KPIs), and direct necessary corrective actions. Key Performance Indicators (KPIs) are formally established to monitor the effectiveness of the QMS. While a comprehensive list is maintained and reviewed by the QMC, core indicators include, but are not limited to: Student Graduation Rate, Course Fill-Up Rate, and average Student Satisfaction scores derived from Student Comment Forms (SCFs). Performance targets and thresholds are set for each KPI to trigger corrective actions. For example:

- **Student Satisfaction Rate:** Target $\geq 90\%$; Threshold $< 80\%$.
- **Course Fill-Up Rate:** Target $\geq 85\%$; Threshold $< 70\%$.
- **Graduation Rate:** Target $\geq 95\%$; Threshold $< 90\%$.
- **KPI-3: Timeliness of SOP Updates:** Target: $\geq 100\%$, Threshold: $< 95\%$).

This data-driven approach, central to Bi-SC Directive 75-7 (Reference C), ensures decisions are evidence-based. These meetings serve as the primary mechanism for quality plans and procedures to be discussed, generated, and updated before being advised to the Academic Board for approval.

(c) Strategic-Level Review (Annual): On an annual basis, this QA Policy and the overall performance of the QMS are formally reviewed and updated. This review, conducted by the Academic Board and QMC, ensures the system's continued alignment with the Center's strategic goals. The QMC reports annually to the Academic Board, commenting specifically on the framework's completeness and effectiveness.

6.2 External Review Loop (Annual and Periodic)

(a) NATO-Level Review (Annual): PTC-TÜR submits an Annual QA Report to HQ SACT/JFD. This external feedback mechanism provides recommendations and highlights best practices, ensuring alignment with the broader NATO E&T community and allowing PTC-TÜR to receive valuable input for further improvement.

(b) National-Level Review (Periodic): The Center is subject to periodic external evaluation by national authorities, such as the Turkish General Staff (TGS). During this on-site audit, all activities of PTC-TÜR are scrutinized in terms of academic, administrative, and financial themes, and a follow-up report containing strengths and weaknesses is provided. Findings from these audits are formally integrated into the internal review cycle.

6.3 Communication Plan

This Communication Plan establishes the framework, protocols, channels, and responsibilities for the dissemination of quality assurance information to all relevant internal and external stakeholders. Its purpose is to ensure transparency, foster collaboration, and create a shared understanding of PTC-TÜR's unwavering commitment to excellence, in full compliance with the principles outlined in Bi-SC Directives 075-002 and 075-007. This plan is a critical component of our Quality Management System (QMS), designed to facilitate the timely, accurate, and effective flow of information that supports our Continuous Improvement Process (CIP) and reinforces the strategic objectives of the Center.

The main goals of the PTC-TÜR Communication Plan are to:

- Inform internal and external stakeholders about the Center's E&T activities in a timely and effective manner.
- Develop and maintain positive, collaborative relationships with all stakeholders to strengthen cooperation and support.
- Establish a clear and respected brand identity for PTC-TÜR, built on its image and reputation for quality and professionalism.
- Maximize awareness and support for PTC-TÜR's mission and activities through a multi-channel approach.

6.3.1 Internal Communication

Internal communication protocols are designed to ensure that all PTC-TÜR personnel are fully informed, engaged, and empowered as active participants in the Quality Management System. This creates a cohesive and quality-conscious culture where every staff member understands their role in achieving our shared mission.

(1) Formal Communication Channels and Mechanisms:

- **Policy and Procedural Access:** The complete QA Policy, including all annexes and Standard Operating Instructions (SOIs), is published and maintained on the PTC-TÜR Intranet, accessible to all staff. Any updates to the QA policy or procedures are formally

announced via email, and staff are required to acknowledge review through our internal tracking systems.

- **Structured Meetings and Briefings:** A structured rhythm of meetings ensures consistent information flow and alignment:

- **Weekly Staff Meetings:** These meetings, guided by a formal agenda, serve as the primary venue for disseminating operational updates, discussing immediate QA-related issues, and assigning and tracking short-term tasks.

- **Quarterly Quality Management Committee (QMC) Meetings:** These are formal governance meetings where systemic quality trends, Key Performance Indicator (KPI) analyses, and findings from audits are reviewed. The Quality Management Office distributes a detailed agenda in advance and disseminates the official minutes and action items to all relevant personnel afterward.

- **Annual Academic Board Meetings:** The highest strategic forum where the overall effectiveness of the QMS is reviewed, and long-term quality objectives are set.

Digital Platforms and Tools:

- **Intranet Portal (TGS & ENS):** The PTC-TÜR Intranet serves as the central repository for all official documents, reports, meeting minutes, and QA-related announcements.

- **Integrated Shared Calendar:** Managed by the Planning Branch, this tool provides a real-time, transparent overview of all E&T activities, audits, and key QA deadlines, ensuring synchronized planning and execution across all departments.

- **Integrated Database Management System (IDMS):** This system provides all staff with access to statistical data on course participation, instructor performance, and stakeholder feedback, enabling evidence-based decision-making at every level.

(2) **Informal Communication Channels:** While formal channels provide structure, informal communication is vital for fostering a collaborative culture. This is encouraged through open-door policies, inter-departmental project teams, and social activities that build professional trust and facilitate the organic sharing of best practices and innovative ideas.

6.3.2 External Communication

External communication is strategically managed to maintain transparency with NATO, Partner nations, and other stakeholders, reinforcing PTC-TÜR's reputation as a premier E&T institution and a trusted partner within the Alliance.

(1) Formal Communication Channels and Mechanisms:

Official Reporting to NATO:

- **Annual Quality Assurance Report (AQAR):** In compliance with Bi-SC 075-007, PTC-TÜR submits a comprehensive AQAR to HQ SACT. This report details our QMS performance, shares best practices, outlines challenges, and documents our continuous improvement efforts for the preceding year.

- **e-PRIME and ETOC Systems:** Course schedules, descriptions, and post-course reports (FAARs) are meticulously uploaded and maintained in NATO's official e-

PRIME and ETOC systems, ensuring full transparency and alignment with the NATO E&T community.

- **Direct Liaison with DHs and RAs:** The Quality Management Office and relevant Course Directors maintain direct and continuous communication with discipline-specific Department Heads (DHs) and Requirement Authorities (RAs) to ensure our curriculum remains doctrinally sound and operationally relevant.

Stakeholder Engagement and Dissemination:

- **Public Website (www.turkishpfp.tsk.tr):** Our official website is the primary external information hub, providing up-to-date information on our course catalogue, application procedures, news, and a summary of our QA Policy to ensure public transparency.

- **Official Publications:** The annual Course Guide/Catalogue is distributed digitally and physically to a global network of military attachés, partner institutions, NATO HQs, and PTECs.

- **Strategic Forums:** PTC-TÜR actively participates in key NATO and partnership events such as the PTEC Market Place, PTEC Commandants' Conferences, and Annual Discipline Conferences (ADCs). These platforms are used to present our capabilities, share best practices, and engage directly with key stakeholders.

Digital and Direct Correspondence:

Official E-mail (turkishpfp@tsk.tr): This address serves as the central point of contact for all external inquiries, which are systematically logged and directed to the appropriate department for a timely response.

- **Video Teleconferencing (VTC):** We utilize secure VTC capabilities to conduct coordination meetings with external stakeholders, deliver remote lectures from operational theaters, and facilitate international collaboration, ensuring continuous dialogue regardless of geographical distance.

(2) Responsibilities and Oversight:

- The Commandant holds ultimate responsibility for the Center's external representation and communication strategy.

- The Chief of Staff, supported by the Chief of Admin, oversees the implementation of the Communication Plan.

- The Quality Management Office is responsible for drafting and disseminating all QA-related reports and ensuring the accuracy of quality information shared with stakeholders.

- The IT Section is responsible for the technical maintenance and security of all digital communication platforms (website, intranet, VTC).

- All Course Directors are responsible for direct communication with course participants, guest lecturers, and discipline-specific stakeholders.

This multi-faceted and integrated communication strategy ensures that quality assurance at PTC-TÜR is not merely an internal process but a transparent, collaborative, and continuous

dialogue with all those we serve, reinforcing our role as a cornerstone of NATO's partnership and training efforts.

PTC-TÜR ensures access to NATO LL resources and contributes where appropriate through established NATO portals (e-PRIME, ETOC, and related TRANSNET services) in line with Bi-SC Directive 075-007 and Bi-SC Directive 075-002. The QMO, in coordination with the IT Section and the Lessons Learned Coordinator, maintains valid user accounts and authorized access to NATO LL portals; (b) ensure that FAAR/LL products that meet NATO sharing criteria are prepared for submission to the relevant NATO LL repositor, and ensure staff receive necessary accreditation/permissions as required. The IT Section supports secure connectivity and ensure that classified/non-classified submission rules are followed. The QMO will present an annual statement of NATO LL access and contribution status to the QMC.

7. Quality Assurance Supporting Elements and Resources

The effectiveness of the QMS is sustained by a set of core supporting elements and resources. The detailed policies, procedures, and standards for each of these criteria are defined in dedicated annexes to this policy, ensuring that all aspects of E&T delivery are systematically managed and quality-assured.

7.1 Definition and Delivery of Instruction (ANNEX A)

This annex details the processes for course design, development, and delivery, governed by the NATO Systems Approach to Training (SAT). It ensures that all instructional solutions are relevant, effective, and aligned with stakeholder requirements. This includes the entire Course Life Cycle, from the initial Training Requirements Analysis (TRA) to the final Evaluation phase, ensuring every program is well-designed, regularly monitored, and periodically reviewed for continued relevance and currency.

7.2 Student Assessment (ANNEX B)

This annex outlines the procedures for formative and summative student assessment. It defines the methods used to measure the achievement of learning objectives and to provide feedback for continuous course improvement. Assessment is based on published criteria applied consistently and includes methods such as monitoring of in-class engagement, attendance, language proficiency, and performance on quizzes. This multi-faceted approach ensures a fair and comprehensive evaluation of student learning. To be awarded a "Successfully Completed" certificate, participants must achieve a minimum of 90% attendance and a final score of at least 60% on summative assessments. Participants who meet the attendance requirement but not the academic threshold will receive an "Attended" certificate.

The annex also details a formal Student Appeals Process. This process provides participants with a clear, multi-stage procedure for appealing assessment results, starting with an informal consultation with the Course Director, followed by a formal written appeal to the

Academic Board if necessary. The process ensures all appeals are handled fairly, transparently, and in a timely manner, with a final decision rendered by the Commandant.

7.3 Staff and Faculty Development (ANNEX C)

This annex describes the comprehensive framework for ensuring instructional excellence. It details procedures for initial orientation, structured on-the-job training (OJT), and a continuous professional development plan that includes participation in national and NATO-level courses to maintain the highest academic standards. Recognizing that PTC-TÜR is a learning organization, this element is vital for adapting to the changing security environment and for continuously improving the institutional and individual competencies of all staff and faculty. To anchor this commitment in practice, we have established a robust professional development pathway for our Course Directors and key instructional staff. We actively facilitate and require their participation in essential NATO courses that are fundamental to our quality-driven E&T delivery. As of now, our Dean of Academics staff includes six personnel certified in Global Programming (GP), four in the Systems Approach to Training (SAT) and two in Quality Assurance (QA). This investment in specialized expertise directly enhances the quality and doctrinal alignment of our curriculum. We are dedicated to expanding this pool of certified experts, with a strategic goal to significantly increase these numbers by 2026, ensuring our team remains at the forefront of NATO's educational methodologies.

7.4 Learning Resources and Student Support (ANNEX D)

This element covers the standards for the provision and maintenance of all learning resources, including physical and digital facilities, as well as the support services available to participants throughout their engagement with the Center. This includes outstanding classrooms with VTC capability, a library, syndicate work rooms, and logistical support such as accommodation, transportation, and cultural tours. These resources are designed to be readily accessible, responsive to participant needs, and routinely monitored and improved. The annual budget planning process is directly linked to the QMS; resource requirements identified during Quality Management Committee (QMC) reviews and through analysis of KPIs are formally submitted as budgetary priorities to ensure that financial allocation directly supports the achievement of quality objectives, a principle supported by the resource management framework in Bi-SC Directive 75-2 (Reference B).

7.5 Information Systems and Knowledge Management (ANNEX E)

This annex details the governance of the information systems and knowledge management processes that support the QMS. This includes the Communication Plan, data collection, analysis, archiving, and management of the PTC-TÜR Database. Our digital ecosystem, built upon the Education Network System (ENS) and integration with the TGS Intranet, is a critical enabler for our academic and administrative activities, ensuring the right information gets to the right people at the right time.

7.6 Public Information (ANNEX F)

This element defines the communication protocols for ensuring transparency. It outlines the methods for disseminating QA-related information, such as policies, reports, and best practices, to all relevant internal and external stakeholders. This is achieved through our public website, official publications like the Course Guide/Catalogue, and strategic engagement at events like the PTEC Market Place, all of which help to enhance our reputation and maintain strong relations with our community and alumni. The public information process is managed by the PAO in coordination with the QMO. All content intended for public release via the website or other channels is subject to a formal review and approval process by the Chief of Staff to ensure accuracy, relevance, and compliance with security policies.

8. Contact Information:

Kerim OKUTUCU

1st Lt. (TUR AF)

Quality Assurance Manager, PTC-TÜR

Tel: +90 312 425 6557

E-mail: turkishpfp@tsk.tr / kokutucu@turkishpfp.tsk.tr

(Originally Signed)
Melih ŞİMŞEKER
Colonel (TUR A)
Commandant, PTC-TÜR

DISTRIBUTION:

External –

Action:

Information:

Internal-

Action:

Information:

ANNEXES:

ANNEX-A (Definition and Delivery of Instruction)

ANNEX-B (Student Assessment)

ANNEX-C (Staff and Faculty Development)

ANNEX-D (Learning Resources and Student Support)

ANNEX-E (Information Systems and Knowledge Management)

ANNEX-F (Public Information)

ANNEX-G (Quality Management Review Process Matrix)

ANNEX-H (RACI Matrixes)