

NATO UNCLASSIFIED

NORTH ATLANTIC TREATY ORGANISATION

**NATO MARITIME INTERDICTION
OPERATIONAL
TRAINING CENTRE**

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QUALITY ASSURANCE POLICY

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NMIOTC Quality Assurance Policy

REFERENCES

- A. MC 0458/3 (Final), NATO Education, Training, Exercise and Evaluation (ETEE) Policy, dated 03 September 2014.
- B. Bi-SC Directive 75-7 Education and Individual Training Directive, dated 10 September 2015.
- C. NMIOTC Functional Relationship (FR MoU), dated 15 November 2005
- D. Manning, Activities and the provision of Training (MAT MoU), dated 18 December 2007

1. PURPOSE

The purpose of this SOP is to set the Quality Policy, system, objectives, organizational structure, responsibilities, functions and procedures which support the implementation and review of the Centre's Quality Management System (QMS).

Furthermore, the aim of this document is to affirm NMIOTC's commitment to maintain a high standard of quality and to ensure continuous improvement in the procedures applied, in the services and products delivered and in relations with external partners and stakeholders.

2. APPLICABILITY

This Policy establishes the NMIOTC's QMS. It applies to all of its Directorates and independent offices including permanent and temporary staff at NMIOTC who are involved in the design, delivery and support of education and training. The online version published on the NMIOTC official web site is the only approved version.

This Quality Assurance Policy is applicable to all NMIOTC resident courses, including the modules of each of them, Mobile Education and Training Teams (METTs) and Advanced Distributed Learning (ADL) activities.

3. NMIOTC OVERVIEW

NMIOTC is a multi-nationally manned NATO Operational Training Centre, commanded by a flag officer of the Hellenic Navy and comprises a Command Group and three Directorates. The Staff Personnel Establishment (PE) is multinational with 40% of the 128 posts open to allied personnel.

NMIOTC is financed by the Framework Nation (FN) through the Hellenic National Defence General Staff (HNDGS)/Hellenic Navy General Staff (HNGS) annual budgets.

NMIOTC's **aim** is to develop a diverse and talented Maritime Interdiction Operations workforce via training, education, mentoring and opportunities for

teams and individuals to gain experience and explore their full potential into the broader Maritime Security Operations. The Centre embraces NATO standards, undertakes and introduces initiatives, and develops concepts. Experimentation, as well as simulation and modelling, are also carried out. NMIOTC thereby contributes actively to the improvement of integration and interoperability between Allies and Partners.

Mission. NMIOTC's mission is: "To conduct the combined training necessary for NATO forces to better execute surface, sub-surface, aerial surveillance, and special operations activities in support of Maritime Interdiction Operations".

Vision. The NMIOTC Commandant's vision is to further develop the concept of NMIOTC as a hub for the maritime dimension of projecting stability. To this end, we are undertaking a series of mid and long-term initiatives, such as establishing new individual and collective training products that meet the emerging challenges in a proactive manner, promote innovation and excellence contributing to transformational efforts, while building an agile network of maritime understanding and cooperation.

Goals. NMIOTC has a long-term plan based on the Mission and Vision described in the Introduction chapter. The main NMIOTC goals, based on the Statement of Functions (SoF), are:

- a. Improve Allied and Partner Units' MIO Expertise. Nations are providing fully operational units to NATO; NMIOTC is dedicated to promote skills, interoperability and co-operation among these naval units and specialized teams through sea training and simulation.
- b. Support MARCOM in the comprehensive effort to prepare the Allied Maritime Forces and HQs.
- c. Support ACT in MIO tactical doctrines, training directives, experimentation, research, modeling and simulation in support of MIO for the Alliance.
- d. Assist the military cooperation policy through Military Partnership Directorate (MPD) outreach programs.
- e. Promote cooperation and mutual support with Academia.
- f. Contribute to the ACT lessons learned process in cooperation with JALLC.

4. GENERAL MANAGEMENT

a. NMIOTC BACKGROUND

The establishment of the NMIOTC was granted by the NATO Defence Ministers on 12th of June 2003. The Memorandum of Understanding (MOU) regarding the relationship between NATO (the Strategic Commanders) and the NMIOTC was signed by the Greek Chief of Defence (CHOD), SACT and SACEUR in the margins of the NATO Military Committee (MC) during the CHODs Session in Brussels on 15th of November 2005.

The NMIOTC Operational Concept was endorsed by SACT and SACEUR in July 2006. ACT forwarded the Concept to the MC for notation.

The NMIOTC Accreditation Criteria Package was approved from SACT on July 2006.

On 7th of November 2013 the Centre was awarded with the Quality Assurance Unconditional Accreditation by ACT.

NMIOTC coordinates closely with HQ SACT and supports ACO with “Just-In-Time” Operational Training and ACT in its Transformational Goals. Although it is outside the NATO Command Structure (NCS), NMIOTC is associated with ACT in similar way as the other NATO Education and Training Facilities (NETFs), such as NSO, NCISS and NDC.

The Centre, as part of the Alliance’s transformational network, not only trains personnel belonging to naval units, operational teams, individuals from Armed Forces, Law Enforcement Agencies and Governmental officers involved in Maritime Security through MIO, but also provides SACT with proposals for new doctrines, tactics, methods and equipment in the field of MIO, including interdiction at range, considering that MIO is the enabler for all MSO tasks.

b. QUALITY MANAGEMENT SYSTEM (QMS)

As per the reference document, an established QMS within an Education and Training Facility (ETF) provides confidence in the definition and delivery of quality E&IT solutions. A QMS, as shown in Figure 1, has four dimensions. The two innermost ones, Inspection and Quality Control, have a reactive nature and are present and past oriented, according to the principle of “We act on the scene”.

The two outer dimensions, Quality Assurance and Quality Management, have a proactive nature and are future oriented, according to the principle of “We act preventively”.



Figure 1: Quality Management System (QMS)

Each of the above dimensions has its own purpose, depth and scope derived from quality related practice.

Inspection

Inspection is implemented before and during the execution of a course in order to identify and correct errors before they become deficiencies. **The Course Director (CD) is responsible** for performing the inspection which starts during the preparation for the course (making sure the logistical aspects are addressed) and

during the course (monitoring the effectiveness of the instructors and the behavior of students). The decision to correct the deficiencies is made with the approval of Director of Education & Training (Dir E&T).

Quality Control (QC)

QC is implemented after the iteration of a course with the purpose of rectifying the deficiencies or amending the course based on the feedback received (trainees, instructors, monitoring reports, etc.). **Dir E&T is accountable** for QC, however the **CD is responsible** for gathering and analyzing the pertinent information. QC is part of the **Post Course Review (PCR)** process.

Quality Assurance (QA)

A cross-directorate **QA Team is accountable** for QA within NMIOTC. The QA Team oversees aspects of the QMS that affect the overall performance for all courses by using the internal evaluation process. This includes the quality of personnel, procedures and the communication system. The QA Team proposes changes through the revision of the standard operating procedures which are part of the QMS.

Quality Management (QM)

QM is supervised by the QA Board. The QA Board is accountable for matching the overall performance of NMIOTC to current NATO standards regarding E&IT. During its annual meetings, the QA Board makes changes to the QA policy and the QMS in general to take into account the review of Key Performance Indicators (KPI), involvement of internal and external stakeholders, staff development and satisfaction, public information, internal and external communication.

The QMS regulates the organizational structure, responsibilities, processes, procedures and resources, by establishing a complete set of quality standards.

The NMIOTC QMS is implemented by the policy set herein as well as by the supporting documents (SOPs) which specify procedures in detail.

c. CONTINUOUS IMPROVEMENT PROCESS (CIP)

A Continuous Improvement Process (CIP) is an essential element of QM and is embedded within the QMS. It consists of internal and external loops, as illustrated in the figure 2.

The internal loop refers to the QMS review and is performed annually by the QA Board. The implementation of the Program of Work (POW) is a QMS performance indicator and may require more frequent implementation of the QAS internal review process. NMIOTC will gather relevant information, analyze it, consider and evaluate the results and, in the final step, implement changes to improve processes and procedures as deemed necessary.

The external Continuous Improvement (CI) loop includes both NMIOTC institutional accreditation by ACT and annual QA reports. The institutional accreditation is a process which ensures that NMIOTC delivers training products which are aligned with the NATO Quality Standards for training. In November 2013, NMIOTC was awarded with the Quality Assurance Unconditional Accreditation; the Centre will be re-accredited every six years in order to guarantee the maintenance of the Quality Standards. Furthermore, to support this process, NMIOTC will issue annual QA reports, by the end of January of each

year, so as to demonstrate the adherence to those standards.

The NMIOTC QMS verifies that academic processes contribute to its primary mission. Internal system checks take place repeatedly, providing opportunities for intervention in order to address and cope with short term and long term challenges.

The CIP is enabled via a set of SOPs for ongoing monitoring, reviews, and revisions of policy and procedures (if required), and will be achieved through the use of the cyclic model shown in Figure 2. More details on the supporting processes within the phases of the internal loop are provided in the following NMIOTC QMS section.

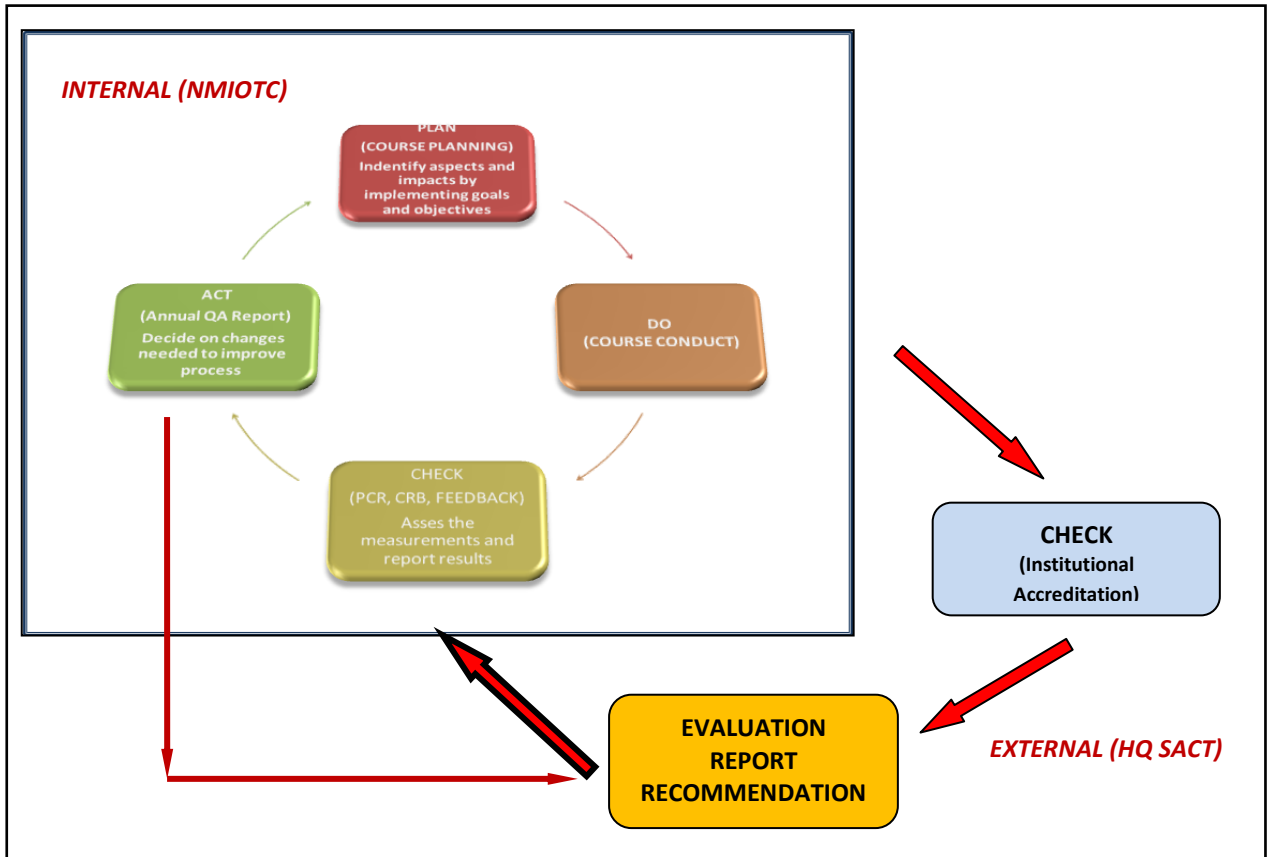


Figure 2: CIP cyclic model

Focusing on continuous improvement, scheduled meetings are held to ensure proper internal communication flow and to address short and long term challenges as described in Annex B.

Furthermore, the QA policy and associated core processes are reviewed annually by the NMIOTC QA Board as described in Annex D. The QM of the NMIOTC, with the support of the QA Team, will perform qualitative assessment and performance measurement by collecting, analyzing and submitting information through the academic year to monitor the alignment of the results with the objectives set out in Annex E.

Quality Assurance Management Review

The Centre has established a Quality Assurance Management Review (QAMR), as a part of NMIOTC CIP and Quality Control, which is an annual Self-Assessment process to update the NMIOTC QA Policy and to identify

new/ongoing shortfalls and best practices. The QAMR involves a formal review of the QMS with the aim of identifying the need for changes and improvements. The result of the QAMR includes decisions on measures concerning improvements and to define milestones for products and services as well as the need for resources.

QAMR examines the NMIOTC relying on qualitative and quantitative data as well as, when applicable, financial performance. In general, the intent of the QAMR is to ensure processes and procedures are aligned and determine the following:

- (1) Results from audits and inspections and previous management reviews;
- (2) Results of previous corrective or preventive measures;
- (3) Results of events review and series of events review;
- (4) Results of the KPIs progress measurement mechanism;
- (5) Influences and changes of circumstances that may affect the QA management system (e.g. human resources, Hand Over – Take Over (HOTO) of QA responsibilities, personnel rotation program based on national regulations, etc.);
- (6) Resource requirements.

The QAMR is carried out annually during the period between November and January. The QM, with the support of the QAT, is responsible for the planning, execution and evaluation of the review. These are the three phases of the overall process:

- First step: The QAT audit, in November, that accomplish a Self-Assessment process that is an evidence-based (including evidence from stakeholders' feedback) assessment of the QMS as well as the contribution to NATO by covering all the required standards. The QAT audit report will be finalized during a dedicated meeting of the QAT, using a table based on the evaluation report format (Annex F).
- Second step: The CRB meeting, in December, that produces a detailed assessment of the courses provided by the centre;
- Third step: The QAB meeting, in January, that will gather both the previous assessment outcomes and proposals for the final evaluation and identify decisions and measures for needed changes and improvements.

QAMR outcomes will be reflected in the Annual Quality Assurance Report (AQAR), endorsed by the Commandant and submitted to NATO/ACT/Quality Assurance Team of Experts.

5. NMIOTC QA POLICY

The NMIOTC Policy is to maintain an effective and efficient quality assurance process, planned and developed in conjunction with all management and staff functions, along with the relevant stakeholders. This is described in the Policy and Procedures, which are designed to eliminate deficiencies, inaccuracies and to ensure high quality standards.

NMIOTC has established a process of monitoring its performance by setting specific KPIs and measurable targets on an annual basis to improve the outsourced services of the Centre. For better control the performance of NMIOTC, the Centre tries to exercise its command through a precise goal. Following the Centre's dynamics and continuous recognition for High Quality and Target

Training, NMIOTC's short and long-term objectives are defined and specified. A performance monitoring system is set up to ensure coordination of the actions required to maximize the operating result.

The assurance of quality is fundamental for all work undertaken by NMIOTC and should be implemented by all staff.

To that effect, NMIOTC shall:

- a. Implement working methods in accordance with current policy, procedures and regulations.
- b. Ensure that all policy, procedures and relevant regulations are systematically reviewed to reflect NATO quality standards.
- c. Regularly monitor and measure the quality of its work methods, outputs and outcomes in accordance with the NMIOTC QMS and NATO quality standards as they are described in Bi-SC Dir 75-7 Annexes D and E.

6. PRINCIPLES

The following principles underpin the NMIOTC QA Program:

- a. **Systems Approach.** The policy, core processes and resources are interconnected components leveraging feedback from ongoing activities to ensure that education and training solutions are aligned with the requirements and are delivered with optimal efficiency.
- b. **Compliance.** Curriculum development will be based on current NATO doctrine, policies and directives as applicable. Course content that fall outside of NATO requirements or NATO doctrinal training levels (operational and above), will satisfy similar quality and professional standards as well.
- c. **Accountability.** All stakeholders responsible for the implementation of the NMIOTC QA Policy are clearly identified and are responsible to report, explain and are accountable for programmes and course delivery.
- d. **Transparency.** QA procedures and processes are developed using a collaborative open approach. QA policy and annual reports will be readily accessible on the NMIOTC Shared File Server and made available to external stakeholders, when requested, and as appropriate. Best practices and Lessons Learned will also be shared with external stakeholders and communities of interest.

7. NMIOTC QMS

a. Responsibilities.

The Center has an organic quality unit that deals with the operation of the Quality System. The NMIOTC Commandant (COM) holds overall responsibility for the Centre's QMS. He is supported by the NMIOTC Command Group (NCG), the NMIOTC Advisory Board (NAB), and the NMIOTC Coordination Board (NCB).

NMIOTC COM officially appoints the Centre's QA Manager (QAM) who is responsible to the COM, for the implementation of the QA Policy. Each NMIOTC Director appoints a member of the QA Team (QAT), who is responsible to support the QA Manager in his tasks. The NMIOTC Lessons Learned Staff Officer (LLSO) is also a member of the QAT. The NMIOTC QMS organization is depicted in Figure 3.

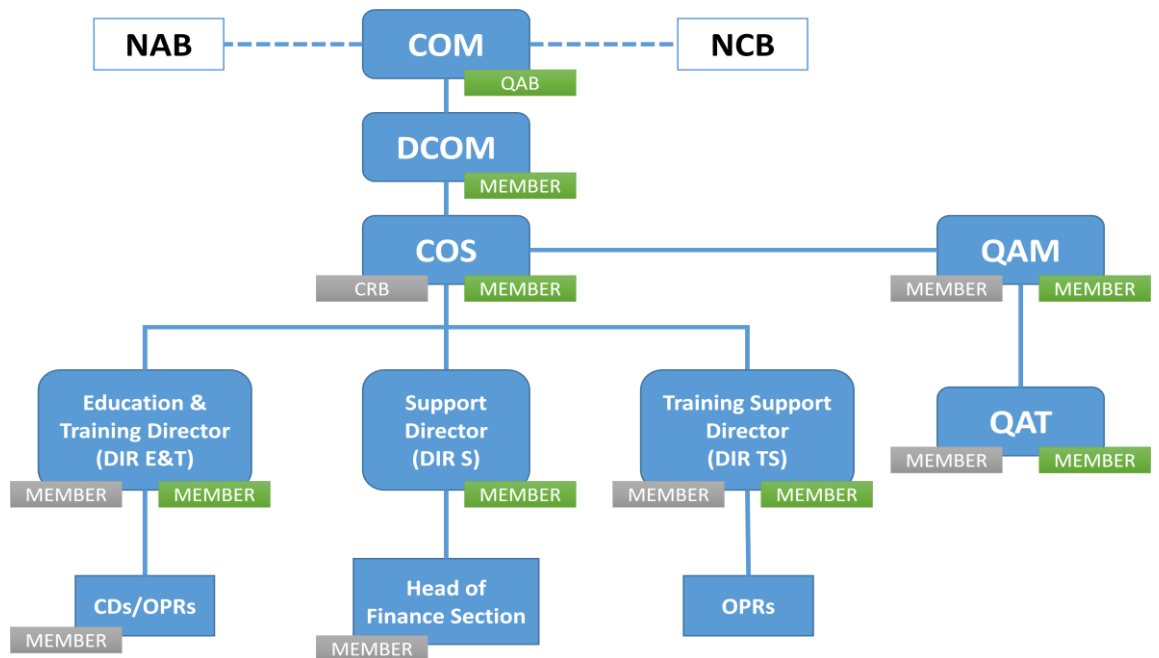


Figure 3: QMS organization

Further information regarding QA responsibilities as well as the RACI (Responsible, Accountable, Consulted, Informed) Matrix may be found in Annex A.

b. Core processes

(1) Communication Plan

The Center's Communication Plan (CP) is divided into two parts: the Internal Communication Plan (ICP) and the External Communication Plan (ECP). The first describes the activities in which the Center participates, the frequency of these activities and important remarks that concern them. The second includes media, such as the Center's website and publications, and describes the external activities in which its staff is involved. NMIOTC's CP act as the pathway by which communication is conducted, utilizing the most optimal and efficient channel and with the means that maximizes the flow of information within NMIOTC. Annex B details the NMIOTC CP.

The public communication is accomplished mainly through the NMIOTC website in Greek and English. The content is selected by the Center's staff in collaboration with the Public Affairs Office (PAO), approved by the COM and then published. General information includes the history of the Center and its mission, its vision, collaborators, active link, Center news, courses catalogue, advertising flyer and journals issued by the Center. It also includes the application form and the invitation/calling letters for NMIOTC courses/conferences/events to the Community of Interest (CoI).

Other tools of communicating with the target audience are newsletters, the brochure, the printed course catalogue, the LinkedIn website, the social media and the official correspondence. In addition, NMIOTC has the ability to conduct video teleconferences (VTCs) with its partners.

(2) **Staff Selection Criteria**

The NMIOTC's organizational structure describes specifically each staff position, rank, nationality etc. For each position there is a specific Job Description (JD) in which duties, as well as qualifications, both essential and desirable, are thoroughly described. The personnel resource is adequate to the structure, although, as a military entity, NMIOTC relies on periodical recruitment managed by SNs and CNs for the multinational personnel and from the HNDGS/HNDGS for the Greek personnel.

The JDs are reviewed regularly and updated if necessary by the Manpower Office in order to align with NMIOTC's main objectives/core tasks. They provide clear and realistic selection criteria and individual training requirements. NCB is the body responsible for approving potential updates and changes of the JDs.

A percentage of staff is renewed annually and the selection of new personnel is made on the basis of requirements in the Job Descriptions (JD). This results in frequent personnel flow and the need to train new personnel to meet the specific requirements of their posts.

(3) **Academic Staff Development**

NMIOTC Academic staff requires specific orientation and training in order to be prepared to perform their assigned duties, in accordance with NMIOTC policy, directives and SOPs. Continuous monitoring of staff effectiveness, efficiency and development is essential.

For this purpose, the Centre has therefore established an Academic Staff Development Program (SDP). It consists of an orientation course and an academic short/mid-term training program, with preliminary training requirements and objectives during the first year of the assignment and follow-on training for the following years.

In addition to formal staff orientation and training, the E&T Directorate must ensure that the progress of the staff development is reinforced through adequate coaching, mentoring and professional development opportunities. All Academic staff should be provided with opportunities to maintain and enhance their Subject Matter Expertise by attending, whenever is possible, related courses, conferences, symposiums and meetings organized by or within the broader Col., for example, participation in the Annual Disciplinary Conferences (ADC) of Maritime and other Disciplines, Training Requirements Analysis (TRA) workshops, organizing conferences with NATO objects and participating in NATO projects (experimentation, doctrine development). They are all listed in the QA Policy. The existing financing of the Centre gives the opportunity for the realization of SDP.

The Centre uses external trainers which are selected with appropriate criteria and invited to support specific courses. The instructors/lecturers come from the partner universities and other institutions or entities and are selected on the basis of criteria arising from the Course Control Documents (CCDs), with knowledge and experience in their subject.

More information and details regarding Academic Staff Development Program are provided in NMIOTC's SOP 202.

(4) **Personnel Satisfaction**

The level of staff satisfaction is monitored by the COM, through open communication with all staff. Furthermore, in order to have a quantitative feedback on personnel satisfaction, NMIOTC has established a specific procedure (described in SOP 201 “NMIOTC Staff Orientation & Development Programme”) which includes an anonymous Staff Questionnaire and motivating tools that can be implemented as corrective measures.

The working environment of the Center itself is an incentive for the staff, as it gives to everyone the opportunity to work in a multinational environment, contact with other trainers and lecturers, various academic institutions and to improve their personal education and professional progress.

In order to enhance the Center’s educational/transformational efforts, the Staff Officers actively participate in activities related to its subject, namely training in naval deterrence, as well as in others. They regularly attend the following conferences/workshops (WSs) or at least have access to the related Food for Thought Papers and Final Reports: Training Synchronization Conference, NATO Individual Training and Education Conference, Individual Training and Education Programming (ITEP) Planning Board (IPB), ADC, TRA WS, Training Need Analysis (TNA) WS, etc (in Annex B is provided a list related to 2018).

NMIOTC staff job descriptions are both updated and approved. They reflect the Institution’s objectives and core tasks, providing clear selection criteria and training requirements. SOP 202 outlines the procedures and responsibilities for the development of NMIOTC Academic Staff, comprising of Academic Staff Training and Continuation Training. The selection criteria for External Instructors, Augmenters and Guest speakers are detailed in Annex F to SOP-303 and in Annex F to SOP 305.

(5) **QA Information Management System**

NMIOTC uses two venues for managing the information required for analysis and assessment:

- NMIOTC Activities & Participants Database. This database contains quantitative information regarding NMIOTC courses and attendees/participants over the years.
- File Server. A QA folder on a shared File Server contains qualitative information required for QMS in general. The QAM is accountable for the maintenance of the relevant information on the QA folder in the File Server.

NMIOTC has an Information System (IS) based on a network of computers using windows office. NMIOTC personnel can communicate between each other with e-mail through computer network (eg. using Outlook). For the use of the students there are also stand-alone PCs in order to have access to the Internet. There is access to NATO education information through the NATO web Platform-Transnet, the e-ITEP/ETOC Portal and the online trainings via JADL. Each staff officer has his own e-mail account to communicate with external partners.

There is a computer-based Data Management System in both networks in use (NS-LAN, NU-LAN) in order to allow NMIOTC personnel to create, share, organize and store documents efficiently and appropriately. The File Server

contains all the data archived in folders/files where all the NMIOTC personnel depending on their credentials, have access. For this purpose there are common folders and Directorate reserved ones.

NMIOTC directorates collect and utilize information for planning and reporting purposes to measure the performance of the Center in meeting service delivery challenges. The Information Management System (IMS) is used to monitor results, control activities and plan new services. The electronic IMS consists of hardware (PC-Laptops), software, databases and other tools that NMIOTC personnel use to collect, create, store and process internal and external information. SOP 504 outlines the procedures and responsibilities that Information & Technology (IT) office follows for the support of NMIOTC IMS. It also defines the tools-training capabilities that contribute in gathering and handling of the internal and external information. These tools - training capabilities are:

- NMIOTC Database (DB)
- NMIOTC Website
- NMIOTC Simulator
- NMIOTC Video Recording System (CCTV) in training platform ARIS
- Video Teleconference System (VTC)
- Interactive Student Response System (ISRS)

More information on the structure and operation of the IMS is available on SOP 504

(6) Definition and Delivery of Instruction

NMIOTC provides resident approved and listed courses, which are included in NATO Education and Training Opportunities Catalogue (ETOC). NMIOTC Courses provide theoretical and practical training to military or civilian personnel from other agencies and organizations (EU, UN, AU, etc) tasked to participate in support of Maritime Interdiction Operations.

Participants coming from Partner Nations belonging to PfP/MD/ICI/PatG frameworks are eligible to receive training considering the security/classification restrictions.

NMIOTC has developed and adopted SOPs, instructions and controls for the analysis, design, development, implementation and evaluation of its Education and Individual Training (E&IT) products. This includes details on how the institution plans and schedules courses, monitors course quality and conducts periodic reviews ensuring the continued relevance of the E&IT deliverables. The evaluation of all the SOPs in force is accomplished by the QAB that confirms the list and decides if there is need for new SOP development.

Furthermore, the modular structure of NMIOTC courses, which has been identified as “best practice”, ensures the delivery of tailored training products that are up to the NATO Quality Standards. These trainings are often tailored to specific mission requirements or operational constraints for each naval unit or group of trainees. Therefore, a tailored training package, which consists of modules from accredited resident courses, is accredited as well.

In order to provide MIO training to nations/organizations/units unable to bring their personnel to NMIOTC, Mobile Education Training Teams (METTs) can

also be deployed to any “customer’s” facilities. These teams consist of NMIOTC’s Sea Trainer Instructors (STIs) and/or other SMEs (upon certain module request) and they are deployable worldwide. Their mission is to provide on the spot training, addressing the specific host-country training requirements. The full spectrum of the theoretical training modules can be delivered; while modules related to practical training will be modified, taking into consideration host nation capabilities.

NMIOTC fully supports Alliance’s capability is experiencing an increased demand for online “Anywhere, Anytime” training and will continue to strive to provide the best quality products delivered to our widely dispersed audience. NMIOTC offers Advanced Distributed Learning (ADL) courses/modules based on a two level approach:

- To support the delivery of NMIOTC resident courses. The core aim is to bring participants to a common knowledge level before starting the residential part of the training (blended course)
- To enhance learners’ knowledge relevant to broader NATO topics of interest as well as professional development subjects.

The resident courses that are posted in ETOC follow NATO requirements, in accordance with the Global Programming principles and the NATO System Approach to Training (SAT), i.e. Course Control Documents (CCDs) I, II and III are in accordance with Bi-SC 075-007. NATO Approved courses follow the TRA results while assessing that the training is tested to meet the most recent requirements as recorded in the annual Discipline Alignment Plans (DAPs).

In SOP 301 the internal process for the approval and development of new courses is analyzed in order to be aligned with the NATO System Approach to Training (SAT) model (MC 458/3). Step by step directions are given from the Approval and Course Development process to the conduct of the Pilot Course.

In SOP 302, the Post Course Review (PCR) process is described and analyzed as well as the course monitoring and evaluation procedures as elements of the NMIOTC’s CIP.

In SOP 303 the Course Director’s (CD) responsibilities are described so that appropriate planning and coordination instructions exist to support the preparation, execution and conclusion of a course serial/iteration.

In ANNEX C, Curriculum Review Board (CRB) procedures are analyzed. The CRB seeks to optimize the integrated use of academic resources based on demand, as well as to ensure that emerging concepts and doctrines are incorporated into NMIOTC curriculum when desirable and feasible. The CRB is a periodic review tool for ensuring the continued relevance of the NMIOTC E&IT delivered.

Additionally, NMIOTC’s Program of Work POW and Course Catalogue, which are both accessible through the Centre’s official web page, provide information regarding timetables and course content.

(7) Student Conduct, Assessment and Support

The satisfactions of students are taken into account for improving education. On the completion of each training, CDs gather the students’ feedback, via online application or hard copy questionnaire, and report the

findings in the PCR, which is taken into account at the CRB. This qualitative review of each resident course, including its modules, is based on:

- Achievement of learning objectives.
- Difficulty level of the material.
- Value of course in the trainee's current or future job.
- Appropriateness of time allocated to the course.
- Whether or not trainee would recommend this course to others.

Student assessment is an essential component of the QA as it provides vital information on both the achievement of learning objectives by students and critical feedback on the course design and conduct. Student assessment can be executed in a variety of forms, both formal and informal. The CDs, in close cooperation with the Course Instructors, have a relative degree of freedom in the decision on how the student academic assessment is carried out; however, this freedom must be within the limitations imposed by the existing framework documentation of the course itself (CCDs, iaw Bi-Sc 75-007, Ref.c).

This section of the QA Policy is intended to institutionalize and reinforce existing practices by:

- On-going observation of student progress shall be included in all NMIOTC training products, through formative evaluation activities such as "end of lesson Q & A" or syndicate work.
- Providing students, based on observations collected during formative evaluation events, with group or individual feedback. Exceptionally, students experiencing greater difficulties will be provided with dedicated feedback and remedial assistance.
- Utilizing collective summative assessments in the form of written and practical tests will be performed in applicable courses. Details on the tests will be provided to the students during the applicable courses, and standards will be outlined in the supporting Course Control Document.
- Awarding students with a certificate of completion, proving successful fulfillment of all course objectives. Under exceptional circumstances, when it has been observed and documented that a student has failed to achieve all learning objectives, he will receive a certificate of attendance.

For additional information on Student Conduct, Assessment and Support refer to SOP 304.

(8) Contribution to NATO

In the field of Maritime Security Operations (MSO), NMIOTC responds to the requirements of doctrine development and leads the effort throughout the Alliance and beyond, aiming to improve the capabilities of allied and partner naval units in conducting interdiction operations to enable them to cope with a wide range of maritime security challenges at "further out" distances.

The Centre, as part of the Alliance's transformational network, trains naval units, specialized teams and individuals and provides Supreme Allied Command Transformation (SACT) with proposals for new doctrine, tactics, methods, experiments and equipment. NMIOTC aims at developing a diverse and

highly effective Maritime Security Operations workforce via education and training, mentoring and providing opportunities to operational teams and individuals to gain experience and increase their capacity to full potential in Maritime Security Operations.

NMIOTC provides approved and selected courses which are included in the ETOC. The approved courses fulfil specific NATO training requirements on the following discipline: Maritime Operations, Counter Improvised Explosive Devices and Weapons of Mass Destruction/CBRN Defence.

Furthermore, the Centre participates actively in various activities aimed at supporting with listed and under development courses the above mentioned disciplines and also others, such as: Cyber space Operations (COP), Medical Support (MED), Energy Security (ENSEC) and Education, Training, Exercises and Evaluation (ETE).

NMIOTC participates regularly to the ADCs and to the discipline related events (TRA, TNA, etc) of the trainings provided. By embracing NATO standards and promoting innovation and experimentation as well as simulation and modeling, NMIOTC contributes directly to force integration and standardization and the improvement of interoperability across the Alliance. Inclusion of partner nations at every opportunity enables them as security contributors. A law enforcement culture is forged through pertinent training in international maritime law. In addition to practical training, NMIOTC also reaches out to academia. Opportunities for cooperation with the Academic Community have been examined aiming at providing mutual benefits.

In addition to the ACT accredited courses, NMIOTC runs a variety of activities to contribute to ACT Transformation process in the area of Maritime Security and MIO:

- Conferences, Workshops and Seminars (NMIOTC Annual Conference, ATP-71 Workshop, Counter Proliferation of Weapons of Mass Destruction in MIO Seminar, Cyber Security Conference etc.).
- Experimentation programs, offering infrastructure, assets and expertise as Subject Matter Expert in MIO (cooperation with NPS Monterey, CMRE, ACT Capability Development, Academia).
- The exchange of information, in particular lessons learned and best practices, with Component Commanders and Commanders at Sea. This is a highly important element that enables the Centre to fine tune its training programs and better assist the ACT in its transformational objectives.

These involvements of NMIOTC include the contribution to the following Entities:

- MAROPS WG (related to ATP-71);
- Maritime Enterprise Advisory Board (MEAB) and the related WG;
- Defence Against Terrorism/Programme Of Work (DAT/POW);
- Participation to the NATO-EU Community of Interest in accordance with NATO-EU Warsaw joint declaration and the related Common set of proposals which enhance and share both Maritime Security shared knowledge, experience and training capability;

- Military Partnership Directorate (MPD) WS;
- Counter Improvised Explosive Devices (C-IED) WG.

In order to enhance the transformational effort of the centre, Staff Officers regularly attend the following conferences/WS/Boards or at least have access to the food for thought papers and final reports:

- Training Synchronization Conference (TSC);
- NATO Individual Training and Education Conference (NITEC);
- ITEP Planning Board (IPB);
- Annual Discipline Conferences (ADC);
- Training Requirements Analysis (TRA) WS;
- Training Need Analysis (TNA) WS, etc.

The contribution to the NATO-EU cooperation and exchange of expertise in accordance with the 2016 Warsaw and 2018 Brussels Joint Declaration and the following implementation phase with the adoption of the common set of proposals. In this regards, NMIOTC is part of the related Maritime Security Community of Interest together with the NATO Combined Joint Operation from the Sea (CJOS), the Confined and Shallow Water (CSW), the Naval Mine Warfare (NMW) Centres of Excellence (CoEs) and the EU European External Action Service (EEAS) Security Policy Division and the European Security and Defence College (ESDC).

More information and details regarding the Transformation Function are provided in SOP 305.

(9) Budget Resources Management

NMIOTC has established a Special Financial Administration (SFA) to administer revenues coming from Centre's activities. Currently, the SFA funds more than 80% of Centres operational expenses.

NMIOTC's Budget & Finance Department ensures that the financial operations comply with the Host Nation Financial Regulations, Rules and Procedures and the HNGS/HNDGS Financial Manual and public law with respect to budgeting, purchasing and contracting, accounting, treasury and auditing. The Department supervises the preparation of the NMIOTC Annual Financial Plan (AFP).

NMIOTC has a sustainable budget. The Budget & Finance Department prepares the NMIOTC impact statement and forwards the budgets to HNDGS for endorsement. It is responsible for the maintenance of the accounting information system.

Additional information on Budget Resources Management is provided in SOP 1100.

8. Final remarks

NMIOTC is committed to upholding the highest NATO Quality Standards for its training products. For this purpose, the Quality Assurance Policy is the governing document that guarantees, through the employment of the processes and mechanisms described within it, a systematic approach to creating, maintaining and refining NMIOTC's training products in line with the NATO Quality Standards.

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