CRISIS MANAGEMENT AND DISASTER RESPONSE CENTRE OF EXCELLENCE
Sofia, Bulgaria

QUALITY ASSURANCE POLICY

December 2021

Contents

Annexes:

1. Quality Assurance Policy

The purpose of this document is to describe the CMDR COE Quality Assurance Policy and Strategy. It's applicable for training provided internally at the CMDR COE as well as for external training support and support in the COE role as the Subject Matter Expert in CMDR matters within NATO and NATO partners' community.

The CMDR COE main effort is to attain the highest quality in Education and Training by continuous quality improvement of existing and developed deliverables, which is reinforced by Lessons Learned, Concepts, Experimentations and Doctrine development and CMDR applicable technologies. In order to meet required level of quality, the CMDR COE, sets up processes and procedures which are publicly available and reflect NATO common understanding in minimum criteria for Quality Assurance System.

1.1. Policy Statement

The Crisis Management and Disaster Response Center of Excellence (CMDR COE) strives to provide the best quality knowledge experience in NATO crisis management and disaster response as a part of the Alliance transformation process. By continuously improving the quality of its products and services CMDR COE is going to ensure the highest possible degree of quality in its specific domain provided to NATO as well as to NATO partners for subsequent establishment of NATO Crisis Management and Disaster Response Community of Interest (CMDR COI).

In accordance with the CMDR COE Functional Memorandum of Understanding, dated 28 August 2013, the CMDR COE provides opportunities to enhance education and training, to improve interoperability and capabilities, to assist in doctrine development and to test and validate concepts through experimentation in Crisis Management and Disaster Response domain. The CMDR COE commits itself explicitly to the development of a culture, which recognizes the importance of quality, and Quality Assurance (QA), in its work. To achieve this, the CMDR COE developed this Quality Assurance Policy, publicly available, to implement a strategy for the continuous enhancement of quality.

The CMDR COE Quality Assurance (QA) is the employment of a supportive set of principles, standards, and criteria, with the aim of development, implementation, maintenance, and management of all CMDR COE activities (in-) directly related to the provision of required CMDR Education and Individual Training (E&IT) solutions which are consistent with NATO Education, Training, Exercise and Evaluation Discipline (ETEE). External QA support, guidance and auditing are provided by the Headquarters Supreme Allied Command Transformation (HQ SACT).

1.2. CMDR COE Mission and Vision

1.2.1. Mission

The given CMDR COE Mission statement determines the role of the CMDR COE in the evolution of NATO CMDR developments:

"The mission of the Centre is to act as the catalyst for improvement of NATO, Nations and Partners capabilities in crisis and disaster response operations through collaborative partnerships."[1]

CMDR COE will not duplicate any existing NATO capabilities but may improve and /or expand the capabilities that already exist within the NATO Command Arrangements (NCA).

CMDR COE will harmonize its activities within NATO in enhancing CMDR capabilities through:

a. Providing innovative and timely advice, subject matter expertise and support;
b. Supporting the development of existing and new concepts, policy and doctrines
c. Providing specialized education and training, and
d. Contributing to the overall NATO Lessons Learned process and maintain an independent and separate Lessons Learned process for the CMDR Community of interest (COI).

1.2.2 Vision:

The way CMDR COE influences, interacts, develops, and promotes identified evolution requirements of CMDR functionalities is scoped in the CMDR COE Vision:

"The vision of the Centre is to become an internationally recognized and respected body, which contributes significantly to research, building and development of NATO, Nations and partners' crisis management and disaster response military and civilian capabilities."[2]

The CMDR COE is the Alliance's catalyst for improvement of the multinational level of NATO CMDR functions, in accordance with Allied Joint Publication (AJP) -01(D)[3], by delivering effective solutions through independent thoughts and analyses in specific areas of Doctrine, Concept Development and Experimentation; Education and Training; Analysis and Lessons learned.

CMDR COE will help NATO, Nations and Partners to improve the collective measures, their effective usage and to aid recovery through:

a. Building enhanced capabilities for information sharing.
b. Applying NATO policy and operational understanding of crisis management and disaster response.

---

[1] Concept of the Crisis Management and Disaster Response Center of Excellence , version 4.0 as of 20th September 2016
[2] Concept of the Crisis Management and Disaster Response Center of Excellence , version 4.0 as of 20th September 2016
[3] AJP 01 (D) – Allied Joint Doctrine, DEC 2010

c. Providing a hub for development and management of common and shared knowledge, expertise and capabilities for crisis and disaster prevention, and response.

d.   Providing expertise and training on the legal aspects of crisis and disaster response operations.

1.3. CMDR COE Quality Strategy

1.3.1. Aim.

To support the system approach to E&T in line with NATO doctrines, policies, and directives development, where responsibility to meet quality is clearly defined, and applied by the CMDR COE stakeholders.

The quality strategy enhance policy with monitoring, revision and best practices implementation which have been observed during evolution of deliverables, available as a product to Framework and Sponsoring Nations, NATO as well to NATO partners. The policy resolves sustainment and development in quality of E&T by promoting course directors, instructors, guest speakers and course participant's guidelines and tools for effective work on quality. CMDR COE will put its main effort to follow up, support and develop the QA standards in three (3) main functional roles as:

a. Center of excellence (CMDR COE);
b. NATO accredited Education and Training Facility (NETF);
c. CMDR Community of Interest (COI).

1.3.2. Applicability

This policy is applicable to all CMDR COE functional areas 'activities, services and products. CMDR broad range of tasks requires that all functional, professional, and technical areas are undeniably linked in order to reach out a qualitative well constructive structural mutual support. All activities of CMDR COE are cross-functional to satisfy the internal and external expertise-providers. The QA policy applies to all permanent staff at the CMDR COE.

All defined Functional Areas contribute to the CMDR COE functionality as an NETF in response to NATO Bi-SC Education and Individual Training Directive 075-007 (BiSC 075-007), in support to the identification of educational gaps; the analysis, design, development, implementation and evaluation delivery of E&T solutions.

1.3.3. Quality Process

The Quality process as used by this institution pertains to two different concepts: Quality Control (QC) and Quality Assurance (QA):

a.   The aim of **QC** is to identify deficiencies with a focus on process output. Quality control, therefore, is a **reactive process**. The goal of QC is emphasizing and identifying of weaknesses of the final product before it is released.

b.   **QA** aims at **preventing deficiencies** with a focus on the process when developing a product or service. It is a proactive process. The goal of QA is to improve development and test procedures so that the product or service is suitable for an intended purpose and deficiencies are avoided or at least – minimized. Principles of Quality Management reflect the CMDR COE processes, manning and available resources. The capstone processes have been addressed by document and the related Standard Operational Procedures. They are updated annually by the CMDR COE internal process and submitted to the CMDR COE director. The CMDR COE personnel, lectures, staff, admin, military, and civilian employees are selected in accordance with job descriptions, and they are annually evaluated by their direct superior according to national and NATO standards. Whilst tracking the Quality Assurance and Quality Control processes, CMDR COE underwent the processes and identified dedicated stakeholders that are depicted in the CMDR COE Information Knowledge Management - IKM (Annex H).

1.3.4. Implementation and Review of the QA Policy

In response to the NATO requirements towards CMDR COE products and services, which are transferred and estimated by the NATO assigned Requirements Authority (RA), any improvement of the CMDR COE in its functional areas will be annually assessed, amended, and implemented via the CMDR COE SOPs.

The review of the QA Policy and its implemented continuous improvement process have to reflect the CMDR COE's mission and vision revisions, identified shortfalls as well as changes in the Centre's structure, manning and other internal documents. **The QA Policy improvements will be conducted constantly by the Quality Management Team (QMT)**, approved by the Director, and will be promulgated during the upcoming Steering Committee Meeting.

1.3.5. CMDR COE Quality Management System Review

The **Quality Management System Review (QMSR)**, as a part of CMDR COE Continuous Improvement Process (CIP) and Quality Control, is the annual self-assessment process to update the QA Policy, identify new and ongoing shortfalls and to identify best practices. The QMSR involves a formal review of the quality management system with the aim of identifying the need for changes and improvements. The QMSR outcome shall be to find out the measures for improvement, to define the needed products and services and the necessary resources.

The Review is aimed at monitoring the following results:
a.   Results from audits and inspections and previous management reviews;
b.   Results from previous corrective and preventive measures;
c.   Results from reviews of courses and other events;
d.   Results of the Key Performance Indicators progress measurement mechanism;
e.   Changes of circumstances that may influence QA management system (e.g. human resources, hand over-take over (HOTO) of the QA responsibilities and when there is personnel rotation program based on national regulations, etc.)

f.   Resource requirements.

The QMSR will be carried out annually during the third quarter of the year. The Quality Manager (QM), with the support of QMT, is responsible for the planning, execution of the review and proposing recommendations to DIR/ DDIR. QMSR outcomes will be reflected in the Annual Quality Assurance Report (AQAR), endorsed by the Director, and submitted to NATO/ACT/Quality Assurance Team of Experts.

1.4. Quality Management Responsibilities and Monitoring.

The CMDR COE is appointed as ETF for Crisis Management and Disaster Response domain. Quality Assurance is recognized as being responsibility of all staff members. All staff during their ordinary work and when participating /contributing to an event or course, share the responsibility for identifying and reporting any observed quality issues and for recommending corrective actions.

1.4.1. Quality Management Team (QMT).

To ensure that the CMDR COE's products and services meet the defined and set standards of Quality Assurance, the CMDR COE has established a Quality Management Team. The QMT is responsible for operationalizing effective ways to establish and maintain a sustainable quality management system. The structure, role, tasks, and responsibilities of the QMT are defined in the CMDR COE Quality Management Team Terms of Reference (Annex B).

1.4.2. Quality Management System Internal Stakeholders.

a. E&T Branch Chief

The E&T Branch Chief acts as an E&T Facility (ETF) Officer. In this capacity he/she is responsible for the coordination of the CMDR COE ETF/DH Strategy to ensure the SACT expectation in the area of translating NATO E&T requirements into training solutions. The Branch Chief is also responsible for the overall preparation and conduct of the Quality Assurance Process (QAP).

In close cooperation with the Requirement Authority (RA) he/she:

(1)   Verifies the needs and provides inputs concerning changes to NATO concepts, doctrines, policies, and procedures in terms of ETEE.

(2)   Participates in Annual Discipline Conferences (ADC) for those disciplines that are closely related to CMDR domain (for example CMI/CIMIC/CP discipline) in support to the RA's annual review of the requirements and whenever possible will transfer those discipline requirements into solutions.

(3)   Coordinates CMDR COE E&T annual activity and controls the execution of ETAP.

(4)   Continuously monitors, analyzes, and improves the E&T QAP.

b. Programs & Course Participants Section Head (PSSH)

He/She is responsible for:
(1)   The educational individual/collective training programs;
(2)   Managing the ETAP throughout the whole activity cycle, including elaboration of lessons learned in proper data bases after the evaluation.

c. Programs and Students Expert

He/She is responsible for all issues related to design and development of programs and modules/courses for E&T in CMDR domain.

d. Courses Section Head – E&T Course Officer of Primary Responsibility (OPR)

The Head of Courses Section (CS) acts mostly as Officer of Primary Responsibility (OPR) for each course and is responsible for the content development, agenda, and conduct of a course, as well as the arrangements of the required SME support. He/she:
(1) Is responsible for the analysis, design, development, implementation, and evaluation of CMDR COE courses with the assistance of all the supporting staff involved in the SAT process of a particular course.
(2) Is supported by Course Team Members (CTM) (assigned through OPORD).
(3) Ensuring that all CPTMs fulfil their duties in compliance with the course agenda and all NATO E&T planning documents for each course.
(4) Ensuring that collection process is organized by providing Course participants and instructors' evaluation forms during (initial evaluation) and at the end of the course (final evaluation) and submitting this information to Lessons Learned (LL) Section (Transformation Branch) after the end of the course.
(5) Preparing the Post Course Review (PCR) based on the Course survey/Course participants feedbacks/Instructors feedbacks, observation of lecturers, instructors, and team-works facilitators.

e. Courses Expert

The E&T course expert acts as a Course Administrator, supporting the Chief of Courses Section /OPR as a Point of Contact (POC) of a single Course. He/she is responsible for monitoring a single Course participant 'registration and provision of participants 'administrative guidelines.
Exercise Section Head (EXSH). EXSH is responsible for providing Subject Matter Expertise, either by their own personnel or augmented by other CMDR COE branches' members, in support to operational and strategic level combined and joint static and distributed as well as single- and multi-echelon training and exercises (CPX, CAX). This support during exercise/training execution is

provided through being part of Exercise Control (EXCON) and Exercise Centre (EXCEN) core functionalities.

f. Transformation Branch Chief

He/She is responsible for the implementation, management, and coordination processes with regard to:

(1) Supporting the QM in the quality management monitoring, measurement and assessment of instructors and Course participants and the identification of performance deficiencies, to each course iteration and series of courses via available assets in Analysis and Lessons Learned Section (ALLS).

(2) Conducting surveys focused on course curricula effectiveness and applicability. Inputs for surveys are collected from the course attendees and their national authorities no later than 6 months after course completion.

(3) Sharing lessons identified, thus contributing to improvement of quality standards with recommendations aimed to correct diagnosed problems or to promote identified best practices.

(4) Exploring current practices and analyzing latest publications, seeking for incoherence and, when appropriate, providing proposals according to the NATO standardization process.

(5) Exploring solutions or alternatives to current limitations and future opportunities based on lessons learned and best practices in the field of crisis management and disaster relief.

g. Capabilities Branch Chief

He/She is responsible for the implementation, management, and coordination processes with regard to:

(1) Business analysis on CMDR COE process, assessment of stakeholders' requirements (RfS), professional management, establishment of relevant projects and coordination of their further implementation in the Centre's daily routine (PoW);

(2) Testing and validation of the newly established products, i.e courses, concepts, doctrines, programs in the Crisis Management and Disaster Response Domain, using high technology tools and software;

(3) Organizing a CMDR resource library and COI, as well as the issuing and promoting of the CMDR COE products.

h. Support Branch Chief

He/She is responsible for the implementation, management, and coordination processes with regard to:

(1) All the activities of the SB sections aiming to meet CMDR COE QA standards and high value results for every task assigned;

(2) Infrastructural, logistic, IT and administrative support, defined and required by the OPR for every course or event;

(3) Contribution to the center's endeavor for efficiently and effectively fulfilling the role of ETF for the CMDR multidisciplinary domain;

(4) Performance evaluation of every member of the Branch and every Section as a team by applying a result-oriented concept.

1.5. Measurement and assessment

CMDR COE's commitment to quality of all offered and provided products and services aims to ensure CMDR COE meets NATO QM criteria and standards. Related to the functional roles and tasks as an ETF, the CMDR COE's commitment to an enhanced quality of educational solutions aims to ensure the correlation between the NATO required training and learner's needs with regard to QM process.

1.5.1. Functional Strategies.

In support to the CMDR COE's vision, mission, and objectives the following Functional Areas are identified, by which specific products and services are developed and delivered to its main stakeholders constituting the CMDR COI:

a.   Education and Training in CMDR Domain;

b.   CMDR Capabilities Development;

c.   CMDR Transformation process including concept and experimentation, doctrine development and LL;

d.   Information Management and Information Security;

e.   Assets Management and Administration;

f.   Implementation of the Quality Management System.

The procedures for application and delivery of the above-mentioned functional areas are described in the respective CMDR COE Standard Operational Procedures (SOPs), except for the Implementation of the Quality Management System. The latter is measured and assessed annually in the Annual QA Report (AQAR). All identified Functional Areas, are represented as Functional Strategies in the CMDR COE Strategic Plan aiming at the current and future development of those areas. (See Annex F). The life cycle of the Functional Strategies encompasses a period of five years.

1.5.2. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

The SWOT analysis (Annex A) is an overview of the QMS (Quality Management System) implementation in terms of establishment, maintenance and review of the internal/external processes and procedures regarding the QA standards. This analysis is also used as a summary feedback mechanism to improve strengths and weaknesses, enhance opportunities, and eliminate threats regarding the functional strategies of CMDR COE thus providing better decision – making.

1.5.3. Key Performance Indicators

In order to achieve the CMDR COE's Functional Areas mission, goals, objectives and strategies, specific performance measurement indicators - Key Performance Indicators (KPI) - are defined (See Annex G). KPIs are established parameters used from CMDR COE as a lens to evaluate its performance and demonstrate how it achieves the goals defined inside the Strategic Plan. KPIs constitute the most critical performances for the current and future success assisting the Center to reach its strategic goals. KPIs show the level of progress – or lack of it – towards realization of the defined objectives and / or functional strategies by monitoring and measurement of the activities' performance. To monitor the level of CMDR COE's progress, KPIs are developed as a measurement tool providing a dashboard overview, giving a statistical measurement of critical areas, regarding their levels of performance and progress.

1.5.4. Quality Assurance (QA) Guiding Principles

The CMDR COE's standards and guidelines for Quality Assurance include:

a. Compliance with the CMDR COE QMS standards thus ensuring the reliability of its definition and delivery of high-quality E&T solutions;

b. A publicly available QA Policy for the continuous enhancement of quality, including the CMDR COE organization, the description of the stakeholders, COI, Course participants and any other contributors to an event or course involvement;

c. Formal mechanisms for the approval, periodic review and monitoring of CMDR COE's overall delivery of products and services, consistently supporting all functional areas of CMDRE COE;

d. Quality Assurance Review Process reflected in the AQAR to analyze and use relevant information for the effective KPI measurement providing the basis for management of CMDR COE's activities, for example courses (with the use of course participant satisfaction criteria, instructors' satisfaction criteria, etc.);

e. Use of CMDR COE website to provide public information on QA Policy and detailed information on events' content, course description, structural organization, and facilities in order to ensure full transparency;

f. Protection of and secure handling with all personal data (provided by any participant or contributor to any event organized by CMDR COE and the personal data of CMDR COE staff members (see 1.8).

1.6. CMDR COE's role as a NATO Education and Training Facility (ETF)

As a NATO ETF in CMDR multidisciplinary domain, CMDR COE helps to address the NATO unique E&T standards for the staff of NCS and NFS, as well as for NATO Partners and civilian stakeholders interested in this domain. The responsibility to be a NATO ETF enables CMDR COE to deliver the right E&T solution to the right personnel at the right time in the most efficient way.

As a NATO ETF for the NATO Crisis Management and Disaster Response (CMDR) multidisciplinary domain, the CMDR COE:

a. Supports the Training Requirement Analysis (TRA) / Requirement Authority – for identifying CMDR educational and/or training gaps and redundancies;

b. Supports the Department Heads (DH) through providing solutions for the identified educational and/or training gaps in their disciplines where CMDR domain is relevant;

c. Participates in the Training Needs Analysis (TNA) WS in order to define learning and enabling objectives which are required to eliminate the performance gaps in the discipline where CMDR is applicable;

d. Translates the operational requirements into E&T solutions within the CMDR, concepts, doctrines, modules, or courses;

e. Coordinates with the RA and DHs to assure provided solutions meet NATO requirements;

f. Recommends changes within NATO CMDR E&T to the RA (and if necessary to JFD);

g. Leads the CMDR E&T development process and submits developed curriculum to JFD for certification and incorporation in ETOC/e-ITEP/e-PRIME (Education and Training Opportunities Catalogue / Electronically Individual Training and Education Program / Electronically Partnership Real-Time Information, Management and Exchange System);

h. Conducts annually CMDR Interagency Interaction Conference which serves as a platform for information and knowledge exchange and promotes coordination of actions among key stakeholders, both military and civilian, in the CMDR domain. Each year the event addresses specific issues from the latter domain and gathers experts from across NATO allied and partner countries.

1.7. Collective training and exercises

Although CMDR COE does not directly develop collective CMDR training solutions, it supports the organizational and planning process and/or offers its SMEs' support to NATO and national exercises based on the Request for Support (RFS) procedure. SMEs support includes the following functionalities as a part of the Exercise Control (EXCON):

a. Mentor/ Advisor/ MEL/MIL Scripter / MEL/MIL SME;

b. Observer/Observer Trainer;

c. Evaluator;

d. SME.

1.8. Personal Data Protection

The CMDR COE gathers personal data in the process of its operation, both in electronic and paper form. Personal data is gathered whenever users register on CMDR COE website to attend a course, or an event hosted by the CMDR COE. Additionally, personal data is gathered from national and international CMDR COE staff, e.g. during in-processing or tax reimbursement process. This data is to be safeguarded and used for official purposes in accordance with CMDR

COE's Privacy and Data Protection Policy, NATO Personal Data Protection, EU's General Data Protection Regulation (GDPR) and Bulgarian Personal Data Protection Act (PDPA). All personal data, both in hardcopy and electronic form, has to be handled securely and on a need-to-know basis. Therefore:

a.   The CMDR COE will only collect, store, and utilize such information as necessary for the fulfilment of its functions;

b.   The data will be gathered, processed and accessible only on a need-to-know basis by relevant CMDR COE personnel;

c.   The gathered personal data will not be shared with any third parties, unless required to fulfil official CMDR COE functions, when required by law or when the person has declared his/her desire to become a part of CMDR COI;

d.   A personal data protection excerpt is provided on the CMDR COE website applications.

2.   *CMDR COE products and services.*

Since its establishment, the CMDR COE has increased its output exponentially both in quantity and quality of products and services, and it is expected this will continue to increase. Quality standards are defined, implemented, and monitored for all products and services of CMDR COE.

2.1. *Contribution to NATO.*

The CMDR COE is an international military entity, which provides sustainable work on one of the Alliance's core tasks – Crisis Management. It develops a wide range of products and services for NATO, Nations and Partners, based on the annual Program of Work (POW) coordinated by HQ SACT and approved by the CMDR COE Steering Committee (SC). As an ETF for the NATO CMDR multidisciplinary domain, the CMDR COE addresses the NATO unique E&T requirements to all NATO stakeholders (both civil and military), interested in that domain. The Chiefs of Branches, in close coordination with the DIR / DDIR, are responsible for the provision of the appropriate CMDR COE SME support (key-note speakers, observers, advisors, lecturers) with the assistance of external stakeholders, as laid in the annual CMDR COE Program of Work. Although the CMDR COE finds it of evident importance to implement the Quality Assurance principles for all developed and delivered products and services, the main scope of NATO Quality Assurance aims at the products and services of a NATO entity as ETF. Therefore, the primary focus of Quality Assurance will be on the courses and Educational Endorsement, Monitoring and Review Processes.

2.2. *CMDR COE educational products and services*

2.2.1. *Basic characteristics*

a. *Compliance with the NATO Strategic Guidance.*

To promote education and training, which reflects NATO operational requirements in line with political and military guidance, the CMDR COE applies the NATO global programming framework referred in the Bi-SC 75-2 Education and Training Directive. The CMDR COE in the scope of Global Programming develops and delivers E&T products based on identified requirements by the Requirement Authority, Department Head for CMDR related matters and identified Operational Commander's performance gaps. The CMDR COE follows the principles of Bi-SC Directives 75-002 and 75-007 (updated versions) for course development and course documentation. The process typically starts with the corresponding TNA to address a training deficiency identified in the TRA of the CMDR multidisciplinary domain or identified by Joint Force Development. The CMDR COE adopts Systems Approach to Training (SAT) model to analyze, design, develop, implement, and evaluate existing or new courses. It allows the CMDR COE to meet the customer requirements in a most flexible and efficient way. These requirements are implemented during the design phase being second phase of the process.

b. Educational guiding principles.

For the development of its educational solutions CMDR COE has to ensure the qualitatively added educational value of its courses to the existing NATO Nations and Partners CMDR education. Based on this assumption, CMDR COE has to be able to identify its required level of supplementary educational value of its courses for the training audience. The CMDR COE courses are designed on a modular basis. The modules are supportive and interchangeable, e.g. course participants from course X are recommended to meet the prerequisite levels to attend next course in CMDR E&T landscape. E-learning / ADL course generally supports a residential course. It might be a course participant's prerequisite to apply for a residential course.

c. Comprehensive Approach (CA) and Interoperability.

The CMDR COE E&T activities are following NATO's view to the Comprehensive Approach (CA) and Interoperability. CA is applied across CMDR landscape and all Depth of Knowledge (DoK) levels of CMDR COE courses. IOT ensure the quality of products offered to the NATO E&T, all CMDR COE E&T activities are developed IAW the NATO SAT process, as described in Bi-SC Education and Individual Training Directive 075-007 (Bi-SCD 075-007). By implementing NATO SAT (Analysis, Design, Development, implementation, and Evaluation) CMDR COE aims at defining and delivering effective, efficient, and affordable E&IT solutions to eliminate the gaps in NATO CMDR domain. The forth-mentioned SAT-processes are tailor-made described in the supporting CMDR COE SOP.

2.2.2. Products and Services

a. Residential courses are conducted at the CMDR COE premises or online (as an online/hybrid versions of the residential courses). As the CMDR E&IT landscape has been

analysed and designed as a modular system it allows the CMDR COE to adapt specific customer requirements in a most flexible and efficient way. All products are based on the requirements of and contributions to the NATO Command Structure, NATO Force Structure, NATO Partners and CMDR COE COI. Information about NATO certified courses delivered by the CMDR COE can be obtained via CMDR COE webpage and on the NATO Education and Training Opportunity Catalogue (ETOC) application. Some residential courses are supported by **e-learning / ADL** modules and adhere to the most recent, learning methodologies approved by NATO JADL. The recent pandemic forced us to transform the existing courses, into synchronous distant e-learning elements, without varying the initial core content of each course. These was achieved in a quantitative manner based on the **"Content-based e-Learning System" (CBELS)** project, developed by the E&T experts, according to the existing D&G provided by the ACT. At the same time, the need for more specialized infrastructure raised, and the CMDR COE respond with the establishment of the "Virtual Class" studio, equipped with all necessary hardware to support CBELS (video capture and mixing equipment, HD cameras, specialized microphones, TV screens, etc.). Annually the CMDR COE Course Catalogue is published on CMDR COE website.

b. Mobile Education Training Team (METT): CMDR COE provides education, delivered by a METT in order to enhance the requesting organization capabilities thus providing professional qualification for development of leadership skills to manage large complex social systems in CMDR. CMDR COE also provides SME's support to national CMDR courses as well.

2.3. CMDR COE Educational Criteria.

The Crisis Management is overarching task and it is multi-disciplined in nature in terms of Global Programming Approach framework. Crisis Management training and education is and will continue to be addressed through a variety of existing disciplines. Furthermore, the creation of one discipline would be detrimental to the comprehensive nature of this overarching topic. CMDR COE role and work is to support the whole process in NATO E&T within CMDR domain using its training landscape and expertise, throughout all disciplines of the Bi-Strategic Comprehensive List of Disciplines. During the Annual Discipline Conferences (ADCs), in which CMDR domain is represented, RA/DH prioritize the necessary educational solutions. The result is the intake for educational solutions offered by NATO CMDR ETFs and/or CMDR COE E&T.

In addition, the CMDR COE E&T is also able to advise the intake of a proposed educational solution to the RA/DH on the basis of received RFS or collected observation and Lessons Identified from the CMDR COE LL database. Before advising the RA/DH and providing them with recommendations for decision-making, the educational RFSs are pre-analyzed in terms of their relation to the NATO needs, their compatibility with LL database, as well as their feasibility. Once the requirement has been assessed and validated in close cooperation with customer, the CMDR COE E&T will further on with the requested product development, in accordance with Global Programming Framework. Being a Center of Excellence the CMDR COE intends to create and maintain curricula that provides modern, high-quality Education and Training (E&T). In order to establish this high-quality E&T, appropriate learning methodologies applicable to the entire

curriculum are required which fits the course content and the Training Audience (TA). The basic **educational criteria** that CMDR COE follows for developing educational products and services are:

2.3.1. Flexibility and Demand Driven: As a result of asymmetric warfare and variability of crises and disasters, the needs of the target audience skilled personnel differ constantly and lead to find tailor-made flexible E&T solutions. A system of flexible E&T combines these main attributes of modern learning and delivers Right Training by and for Right People, in Right Time, at the Right Place. Effective E&T depends on occurring changes in the operational environment and operational needs across the whole CMDR spectrum. CMDR COE strives to deliver demand driven E&T where the customer determines and validates the E&T requirements. During the development of a course content the customer is also involved.

2.3.2. Active involvement: Motivated learners' participation is essential for effective learning. During a course participants are requested to work in small teams (syndicate work) as well as individually (syndicate groups' speakers). Throughout the duration of a course instructors (facilitators) also play an active role as task-providers and advisors, guiding the Course participants during their syndicate work. CMDR COE strongly recommends and applies to this approach towards modern E&T where interaction of learners and instructors is one important E&T characteristic.

2.4. Learning Methodology.

CMDR COE applies adult learning, which is a method seeking and enabling the active involvement of trainees in the process of learning by encouraging critical thinking, communication, and problem-solving based on individual approach and creativity. Through teaching techniques, based on interaction and exchange rather than didactic form of instruction, such as interactive open discussions, including a panel discussion; syndicate work on case studies and scenario-based tasks (hands-on techniques), and continuous content-related energizers, the course atmosphere triggered the interest, motivated, and activated the participation of trainees in the "creation" of knowledge.

CMDR COE uses the following learning methodologies for its current courses:

2.4.1. Competence based learning (CBL).

It is focuses on outcomes of learning. CBL addresses what learners are expected to be able to do rather than what they are expected to learn about. CBL covers educational goals in terms of precise measurable description of knowledge and skills a course participant should demonstrate at the end of a course.

2.4.2. Blended learning.

It is a combination of different learning environments. It is a set of learning and/or

educational activities, where e-learning / ADL is combined with face-to-face education. Using this methodology can reduce the time to be spent during a course at CMDR COE.

2.4.3. Scenario based learning.

It puts the course participant in a real context. The use of scenarios helps the course participant better understand the decisions he/she has to made in order to fulfil a practical task during the course. Scenario based training provides an active learning experience with proven effectiveness.

2.4.4. Teamwork.

That is a methodology where Course participants are working in a group, analysing a complex problem of the actual working field / context. Based on the assignment the problem will be resolved in the form of a realistic product whereas the focus is not only on the product, but also on the process.

2.5. Event/Course Staff Requirements.

To ensure the delivery of qualified high-level support and contributions to CMDR COE events and courses, instructors, facilitators, and guest speakers should cover specific requirements of basic skills and knowledge.

	Qualifications		Experience
	Language proficiency	**Competences**	
Instructors	English 3-3-3-3 IAW STANAG 6001	Collaboration, communication, creativity, flexibility, initiative, integrity, persuasiveness, and situational awareness.	Instructional skills and techniques; Preferably having past tutor experience; Preferably CMDR experience on a national position or in NATO-led missions; Preferably working experience in multinational environment.
Facilitators	English in between 2-2-2-2 and 3-3-3-3 (in accordance with STANAG 6001) or equivalent is preferred;	collaboration, communication, creativity, flexibility, imitativeness, integrity, persuasiveness, and situational awareness; Instructional skills and techniques.	Preferably having past tutor experience in combination with management skills to supervise small group activities; Preferably CMDR experience on a national position or in NATO-led missions.

Guest Speakers Subject Matter Experts (SME) on specific topic External Consultants	English 3-3-3-3 (in accordance with STANAG 6001) or equivalent is preferred;	collaboration, communication, creativity, flexibility, imitativeness, integrity, persuasiveness, and situational awareness; Communication and presentation skills.	Working experience in providing support to the requested SMEs Preferably tutor experience/skills and managing skills to conduct big group lectures and discussions.

2.6. Review of educational solutions.

The Education& Training (E&T) staff of CMDRCOE E&T Branch, in cooperation with QMT and with support of observations/lessons identified by CMDR COE LL Section, will carry out internal reviews of each course. The internal reviews may identify the need for minor amendments or updates for a course and will be executed by E&T staff. Identified major or complete revision of a course or course content part(s) will be subject to a second review. Stakeholders (RAs, DHs, CMDR COE CoI) and the CMDR COE Steering Committee, will be routinely informed about all course improvements and adjustments. This will be accomplished through the discussions and approval of the annual POW, as well as the ongoing work relations and dialogue between the leadership of the COE and the stakeholders, and during the annual Discipline Conferences. The review of educational solutions is reflected as well in the Quality Assurance Process. CMDR COE QA process for all phases of the SAT-ADDIE have specific Standard Operational Procedures. They are fully integrated in the annual CMDRCOE POW and will be reviewed annually for any amendments.

2.6.1. The CMDR COE Academic Advisory Board (AAB).

The Academic Advisory Board (AAB) is an independent body, which assists the CMDR COE Director in managing the scientific research and educational activities of the Crisis Management and Disaster Response Centre of Excellence (CMDR COE). The AAB supports the CMDR COE Director during the overall process of planning, development, and approval of the CMDR COE Programme of Work (PoW) and projects, Education and Training Curriculum / Syllabus for conducting courses, workshops, seminars, and conferences. The AAB is established upon CMDR COE Director's Proposal and Steering Committee (SC) approval (SC decision 6/2019), and the 1st CMDR COE AAB meeting held in October 2021, when the relevant ToR of the new body were developed and agreed.

The CMDR COE AAB has an authority to:
a) Provide advice for planning and management of the scientific research and education and training activities of the CMDR COE;
b) Provide methodological guidance in order to enhance the effectiveness of the scientific research, analytical activities, education, and training events;
c) Provide advice for adaptation and improvement of criteria (key performance indicators) for

evaluation of the quality of studies, courses, and publications.

2.6.2. Review Processes in CMDR COE.

Concerning review and evaluation there are three distinct review processes in CMDR COE:

a. Pre-course review: Focuses on the required SAT Analysis, Design, Development, and Implementation phases when there is an educational solution.

b. Post-course review: It is the process of analysing the available data after implementing an E&IT solution in order to determine how well E&IT was conducted and how well graduates are prepared for their job. The Post Course Review/evaluation (PCR) is conducted by the course OPR in close cooperation with Analysis and Lessons Learned Section (Transformation Branch) after conduct of each course, but also by the AAB when needed. Based on the received evaluation outcomes (from Course participants, lecturers, guest speakers, facilitators, internal and external SMEs, the AAB, support officers and event team members) the curriculum content, together with course development and implementation phase will be reviewed.

c. Institutional reviews – there are two types. The first one concerns the periodic review of Quality Management System (QMS) where CMDR COE has to demonstrate the existence of an effective QMS as well as to provide evidence of its contribution to NATO. The second one concerns the institutional reaccreditation of the CMDR COE every three years which is a matter of ACT/JFD decision.

3. Definition and delivery of instruction

3.1. SAT

The CMDR COE 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.

Global Programming - Development Methodology
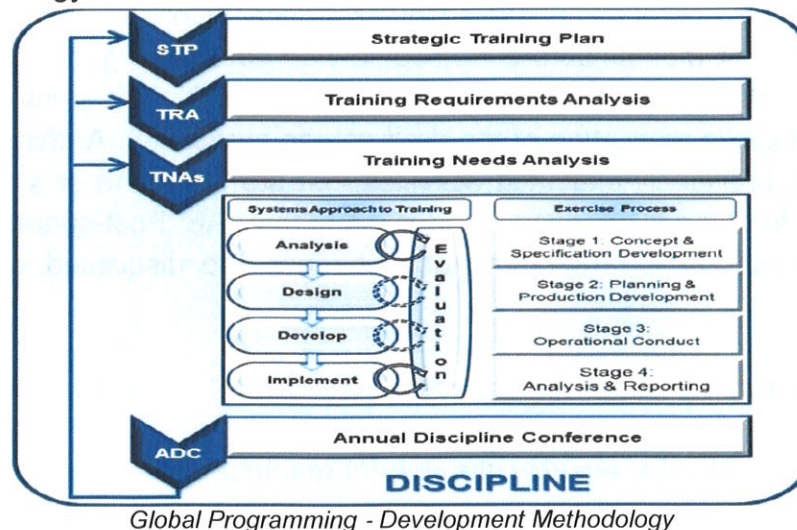
Following the SAT Model CMDR COE E&T activities are developed through a process called the Activity Development Cycle. Key stages and the associated control activities are as follows:

3.1.1. Event/Course Development Cycle.

The identification, in a Training Requirements Analysis Report, of a training gap, and the absence of any currently existing suitable solutions cause the initiation of an E&T event, or a course Development phases:

3.1.2. Event/Course Analysis Phase.

This phase starts with the identification the need for a new course and ends with the production of the course control form (CCD 1) and the course proposal form (CCD 2). This phase is concluded with the Preliminary Meeting between Department Head, Course Director and Chief E&T Branch, which ensures common understanding of the course aim and performance objectives. The activity analysis phase is underpinned by the annual review of E&T requirements at the training needs analysis and annual discipline conference of the DH. This allows CMDR COE to confirm its Program of Work for the forthcoming year at its annual steering committee meeting; facilitating the submission of the draft education and training plan for the next year to ACT.

3.1.3. Event/Course Design Phase.

The main focus is on the development of an instructional strategy and finishes with the production of the course curriculum/program of classes (Course Control Document (CCD) III). The instructional strategy will be developed in consideration of the target audience, the performance objectives identified in the analysis phase, and the required depth of knowledge. The scheduling of the E&T activity within the CMDR COE ETAP (Education and Training Activity Program) initiates this phase. Near the end of this phase a Course Concept Confirmation meeting will take place. This will be no later than 4 months before the course start date. During this meeting, the Course Director briefs the Chief of E&T Branch along with other CMDR COE personnel involved with course preparation and gains ratification of the draft course curriculum. At this stage, the Course Director should consider previously executed activities that are the same or similar to the course in hand and should ask for the advice/recommendations of the AAB. Post-course reports are reviewed, and the implications assessed. Recommended changes are discussed with E&T Branch (Courses Section).

3.1.4. Event/Course Development phase.

The Course Director ensures the correct resources are in place to deliver the course. This phase includes elaboration of the event agenda and content alignment (as required), initiating all

relevant organisational activities, including arranging the participation of external instructors and/or facilitators (in accordance with applicable procedure and rules) and arranging social and cultural activities. The focus of this phase will be the conduct of the Course Initial Coordination Meeting. This meeting should take place approximately 6 weeks before the course start date or as required and arranged by the respective course director. At this meeting, the timeline of all events until the end of the course is agreed among the CMDR COE's personnel supporting the course and tasks in support of the delivery of the course will be allocated to activity support staff, and a budgetary check will be conducted.

3.1.5. Event/Course Implementation Phase.

It is where resources are engaged to deliver the activity. This phase begins with the Course Final Co-ordination Meeting where it is confirmed that all tasks are accomplished. The release of the Operational order (OPORD) by the Course Director will follow this meeting. The purpose of this phase is to put into operation the management, support, and administrative functions necessary to conduct the course. It commences with the participant registration and conduct a mandatory ADL pre-course(s) and continues with (in person or live online) the all-classroom sessions and other activities described in the activity agenda. This phase includes all actions taken during the period of the event itself. The process usually starts from the morning of the first activity day and lasts until the last event on the course agenda. During this phase, liaison and co-ordination with Support branch and the input of the course OPR are essential. All CMDR COE personnel should contribute to the smooth and efficient execution of both the academic and administrative sides of the activities and be fully dedicated to the event/course conduct.

3.1.6. Event/Course Evaluation.

It should operate throughout the course and should lead to improvements for subsequent iterations of the activity. As the regulatory phase of the E&T Process, it interacts with all other phases in the course development cycle. The purpose of Activity Evaluation is to assess the efficiency, efficacy, and affordability of an activity and to recommend changes to improve these areas in the future. This phase begins with a Before Action Review meeting with the active participation of the Analysis and Lessons Learned Section (ALLS), where applicable LI/LLs from previous courses should be presented by the ALLS staff for Course Director's consideration[4]. A "hot wash up" meeting and the Post Course Review are the end product delivered by the Course Director which summarizes the key findings of initial and final evaluation. Each event/course is being evaluated once per year by the AAB, and proper measures will be taken favoring the continues improvement process, in coordination with the E&T Branch and the Course Directors.

---

[4] Depending on the decision of the Course Director, this activity could be merged with the Course Initial Coordination Meeting or conducted as a separate event.

4. Assessment of Course Participants.

Course Participants assessment procedures are designed to measure the achievement of the intended learning outcomes. This measurement is based on two main evaluations: Course Participant Self-evaluation and Training Staff Evaluation.

4.1. Course Participants – evaluation

a. **Before a course:**

(1). Course Participants are expected to conduct a mandatory ADL pre-course(s). There could also be, and non-mandatory ADL courses related to the residential one which will be advisable to be covered. Completing an ADL course provides the course participant with first feedback on his/her understanding of the topic and knowledge-level, and it serves as an intake for development the course content materials.

(2). Each course Participant is be provided with all course documentation (agenda, scenario, pre-reading materials) NLT three weeks before the beginning of a residential course. It allows the course Participant to have an overview of all learning objectives and what is expected to be achieved by them at the end of the residential course.

b. **During the course:**

All lectures presented during a single course start with introducing the performance and enabling learning objectives (PLO, ELO). The instructor/facilitator/lecturer ends the session by listing the most important takeaways. Each course participant is being given with an anonymous feedback in the beginning of a course, containing evaluation questions about the course on different criteria – from assessing the presentation itself to the achieved outcomes and learning objectives. The feedback assesses each lecture on a daily basis. The course participant evaluates the results at the end of each day by filling out the feedback for the respective day again addressing the learning objectives. It allows each course participant to identify his/her own understanding of the topic and to do self-study and/or ask for assistance from the instructors/facilitators in the following days. At the end of the course the course participant shall submit the feedback to the course OPR.

4.2. Training Staff evaluation of Course participants/ performance.

Building upon the learning objectives the facilitators are closely monitoring the Course Participants' efforts, involvement, and outputs, during all lectures, practical assignments, syndicate works, etc. This approach enables the training staff in the final evaluation of the learning process for a single course.

4.2.1. Formative evaluation.

It encompasses the overall evaluation during a residential course comprising lecture presentation and the knowledge achieved as a result, as well as the complementary syndicate work in small groups (case studies) culminating in practical task assignments (small groups formal presentations) to formally assess Course Participants' performance.

4.2.2. Summative evaluation.

In CMDR COE case the summative evaluation is implemented through comparing the initial and final knowledge of the training audience. The main purpose is that the defined Depth of Knowledge (DoK) is to be achieved, thus enabling Course Participants to collaborate in a controlled multinational environment.

4.2.3. Course certification.

Depending on the level of involvement and contribution during the course the people who have participated in a course will be awarded with:

a. **Certificate of completion**: acknowledgement of the full involvement of a course participant during a course and certifying the ability to apply the gained knowledge into practice;

b. **Certificate of appreciation**: acknowledgement of a participant's involvement as a lecturer/guest speaker / instructor or facilitator.

4.3. Staff and Faculty Development.

Each staff member in CMDR COE should meet the minimum criteria described in their respective Job Description. These criteria cover professional/experience, English language proficiency, computer skills and education and training requirements. There are procedures for the initial and continuation training of all staff at CMDR COE providing a mechanism to contribute to E&T activities evaluation and the maintenance of academic excellence. Staff arrives at the CMDR COE with varying levels of expertise and experience, and it is vital to the maintenance of academic excellence that an initial training programme be available to ensure a common, acceptable standard of proficiency. Thereafter, continuation training must facilitate personal progression and ensure the maintenance of standards. Development and maintenance of subject matter expertise will be individual responsibility and the Head of Education and Training Department. In purpose to guarantee the quality of faculty and staff involved directly into E&IT deliverables as well as guest Speakers, contracted lecturers, and external consultants, the CMDR COE practices assessment and development procedures. To ensure that the CMDR COE staff continuously meets the specific functional required knowledge and skills, the CMDR COE develops a Personnel Development Plan (PDP). The PDP is harmonized with the annual CMDR COE POW approved by the COE's Steering Committee. This PDP can include specific (inter) national courses, seminars, and selected / identified training of trainers courses (Annex E). The primary objective of a PDP development is to contribute to a continuous learning process. Maintenance of specialization is important. All Branch

Chiefs contribute to the PDP developing an annual education plan for each position based on the Job Descriptions and subject matter experts list. If necessary, participation to NSO-courses can be assessed. A required/desired personal plan process should be in place to assign courses to staff members. The Development of PDP should be dynamic, constantly changing to improve its effectiveness and meet the evolving needs of the organization.

4.3.1. Preparation and Assessment of the Event/Course Instructors.

For the CMDR COE E&T activities, in addition to the SMEs in CMDR COE, external lecturers/speakers/facilitators are invited to give a lecture/presentation during the events. Based on the refined Course/Event Schedule, in conjunction with the Course Director considers suitable lecturers/speakers for the course/event. Lecturers/instructors/facilitators may be drawn from CMDR COE or external agencies or from the CMDR CoE AAB. They will be assessed on their ability to:

a. Convey the intended learning objectives;

b. Structure and organize the lecture or practical work;

c. Address /Course Participants' questions and clarify difficult points;

d. Guide the Course Participants towards a successful learning experience;

e. Appropriately use resources and teaching materials (smart boards, projectors, lap-tops, etc.);

f. Attract the attention of the team;

g. Mentors the Course Participants during syndicate works so they could reach the intended objectives on their own;

h. Use properly NATO and CMDR terminology;

i. Level of language proficiency.

Lecturers'/speakers'/facilitators' performance is monitored by the course/event OPR in cooperation with the Course Director using Course Participants'/ staff's feedbacks. OPR's/CD's assessment should be included in the event After Action Review (AAR) /Post Course Review (PCR).

4.3.2. Preparation and Assessment of the Event/Course Support Staff.

The quality of organization and conduct of CMDR COE events and courses is provided not only by high educated and experienced instructors but also by well – prepared support staff whose activities contribute to the overall event/course quality. The support staff is responsible for the delivery of support for all events/courses, organized and implemented or hosted by CMDR COE. It is related to:

a. Administrative arrangements of an event/course, e.g. booking accommodation and/or training facilities of the participants according to the event/course Operational Order (OPORD);

b. Legal issues, e.g. preparation and signing of agreements with guest speakers/instructors/facilitators;

c. Financial issues, e.g. event/course fees, guest speakers'/lecturers' expenses reimbursement;

d. Logistic support, e.g. Procurement of material resources necessary for event/course execution; provision of transportation, accommodation, and catering;

e. Preparation of rooms for meetings, classes, presentations, syndicate work;

f. CIS and IKM support;

g. Safety and security of information.

Apart from having national logistic education, according to their JDs, the Support staff will additionally be educated and trained according to their Branch Personnel Development Plan in order to continuously meet NATO standards in logistic and support (i.e. courses in NATO School Oberammergau). All courses for preparation of Event / Course and Support Staff will be included as a part of the annual CMDR COE POW. Assessment of the support staff will be carried out by the Course Director facilitated by instructors' and Course Participants' feedbacks and becomes part of AAR / PCR.

5. *Learning resources and course participant support.*

The main goal of having the proper learning resources management and course participant support is to fulfil Course Participants' / participants' needs before and during the event / course implementation. CMDR COE has appropriate resources available to support Course Participants/participants throughout the learning process. CMDR COE ensures that these learning resources and other support mechanisms are:

a. Readily accessible to Course Participants;

b. Designed according to course participant's needs;

c. Responsive to feedback from those who use them;

d. Routinely monitored and improved.

The resources available in CMDR COE to support the Course Participants'/participants' needs are as follows:

a. **Facilities:**

Conference hall, modelling, and simulation laboratory and three classrooms which are equipped with CIS assets (PCs/laptops, projections, and screens); unclassified VTC system in conference hall; whiteboards, flipcharts, board markers, board rubbers, printers, paper, and internet access in the classrooms.

b. Logistics:

(1) Transportation: CMDR COE provides transportation from the airport to the hotel/place where the event is going to be held when it is preliminarily stated in the respective OPORD. Otherwise, a course participant /participant in CMDR COE course or event is personally responsible for arranging it.

(2) Accommodation: CMDR COE provides the participants in courses with the possibility to be accommodated in "Shipka" hotel, or any other suitable in the Centre of Sofia. The usual practice is CMDR COE to make a block booking for those Course Participants who request that.

(3) Welcome packages: Folders including notebook, pen, course agenda, evaluation forms, feedbacks and also name tags are delivered to the Course Participants during the in-processing at the beginning of the courses.

c. Documents:

The course agenda, an informative brochure including administrative issues regarding the course and pre-reading documents are sent to Course Participants prior to courses. During courses / events CMDR COE provides Course Participants with some of its publications that are annually published in CMDR COE booklet called "CMDR COE Proceedings". To improve the learning resources management and Course Participants' support CMDR COE collects observations, recommendations, and monitors Course Participants' / lecturers' /facilitators' satisfaction. All this information is summarized and analyzed in the Event after Action Report (AAR) or the Course Post Course Review and delivered to the responsible CMDR COE staff to take the necessary actions.

6. Information Systems and Knowledge Management.

CMDR COE as a NATO based military organization, operates in an environment in which information is a primary resource and is therefore a key enabler for the conduct of its mission. Efficient and effective management of information flow is a critical factor for achieving CMDR COE goals and objectives. CMDR COE provides subject matter expertise in support of: capability building and development; increase of interoperability; education and training for NATO and partner leaders and units; testing doctrines; developing and validating concepts through experimentation; providing lessons learned, evaluations and assessments in the domains of NATO Crisis Management and Disaster Response Management. The IKM Plan depicts the current status

of CMDR COE IM and presents the foundation for midterm (3-5 years) improvements. The IKM Plan adheres to the structure and the content, outlined in AC/322-D (2009)0045, NC3B's Guidance for Developing Information Management Plan. CMDR COE's final desired state is to become a Knowledge Centric Organization (KCO), by proper management of information and knowledge, its availability to all personnel, and sharing of information using consistent processes, procedures, and services within and outside the organization.

The following roles with regards to IKM Governances are recognized and established in CMDR COE:

a.   IKM Head - CMDR COE Director (CMDR COE DIR);

b.   IKM Senior Official (CMDR COE DDIR);

c.   Information Managers;

d.   IKM Support Officers

e.   CMDR COE Security Officer;

f.   CMDR COE Registry Staff;

g.   CIS/Functional Administrators.

Details of duties and responsibilities can be found in the CMDR COE IKM Plan (see Annex H).

6.1. Information Systems

The information system in CMDR COE allows the staff to share information internally through a Document Management System (DMS) – MS Share Point or by e-mails, using specific assigned system drives. DMS – MS Share Point provides a central storage and collaboration space for documents, information, and ideas. The DMS respects intellectual property and security principles. The information originating from CMDR COE or received externally, is stored, and protected in accordance with the NATO policies, directives, and guidelines. Currently, information is stored in electronic format on CMDR COE Intranet Portal and on portable devices, and on hard copy /paper/ in the NATO & EU Registry. The CMDR COE Intranet Portal is the official Document Handling System (DHS) for storing documents in electronic format. This system is not suitable to work with classified documents and information. Access to NS WAN services for CMDR COE Staff is available on the Second Floor (Registry and specific office WS).

For each staff member of CMDR COE, a separate user profile is assigned. It provides a private working place for each staff member. For general use, there is a shared Share Point in the internal network. Each branch and section have a functional workspace accessible to all staff members in accordance with the *need – to – know* principle. In this shared D-drive, there are also folders for each CMDR COE E&T activity that all staff member has access. All information of the Course participants and lecturers/speakers, course/activity information, course/activity program, presentations of lecturers/speakers and all information regarding course/activity administrative

issues can be found in these folders. The course/event evaluation reports, made on the basis of feedbacks collected from Course participants/Course Participants/participants and lecturers/speakers, can be accessed in these folders.

The IKM Plan supports DMS by established collective rules in order to avoid duplications and misfits. The aim is to establish common rules and principles about documents preparation, formatting, and exchange and to facilitate the information storage and search activities, as well as to prevent duplications of stored data by the staff members. This ensures that the capabilities of the server can be used to the best extent possible. The information follow is not limited to electronic version. Some documents that arrive to and are sent externally from CMDR COE need to be stored physically in the "NATO &EU" Registry Section. Internet connection is provided to all CMDR COE staff members through internal information system connection at CMDR COE.

6.2. CMDR COE Database

CMDR COE database is related to the collection and storage of all required data:

a. Of all Course participants/Course Participants/participants and lecturers/speakers provided during CMDR COE E&T courses / events. In accordance with General Data Protection Regulation and CMDR COE Privacy and Data Protection Policy personal data information shall be collected, stored, and used of no longer than one month after the end of event / course, unless the exclusive agreement of a person to become part of CMDR COE Community of Interest (COI).

b. From Post Course Reviews /After Action Reports, in which the information in feedbacks collected from Course participants/Course Participants/participants and lecturers/speakers is summarized. It is also related to the storage of any electronic documents about Crisis Management and Disaster Response Domain, as

well as the data about stakeholders of CMDR COE including government bodies, universities, international organizations, military attaches, think-tanks etc. Each of CMDR COE member staff has access to this Database. All users are responsible for data entries, searches and making statistical reports.

6.3. Communication

Internal and external communication is an important part of CMDR COE QA Strategy to ensure the efficient and timely information flow between the stakeholders. CMDR COE has various internal and external stakeholders not only related to E&T activities but also with other activities (e.g. Concept and Doctrine Development, projects, publications, etc.) within CMDR COE functional area. The communication plan describing the CMDR COE internal and external communication process including different means can be found at Annex C (RACI Matrix).

The communication means used in CMDR COE are as below:

a.   Events (conferences, seminars, workshops);

b.   Courses;

c.   Meetings (leadership and SME meetings, activity coordination meetings etc.);

d.   Formal letters, reports, surveys;

e.　E-mail, telephone, VTC, web applications (e.g. WEBEX);

f.　Communication in person.

CMDR COE has also a general e-mail address (office@cmdrcoe.org) through which people from outside can reach Center to get information. To raise the effectiveness in internal communication, a Task Tracker Tool shall be used in CMDR COE. Task Tracker Tool is managed by CIS Section Head, but each staff member is responsible to enter the data, follow and update. This tool helps staff members to follow works, details, responsible personnel, and deadlines. It ensures more accurate information flow between the staff members. The details and the last situation of the tasks in this tool are discussed during the weekly Command Group meetings.

6.4 Continuous Improvement

CMDR COE in its strife of complying with the overall NATO IKM and QA Standards:

a.　Collect and exploit best practices extracted from Educational and Training Events, external or internal, both derived from post-events reports or LI/LL databases or sources;

b.　Review and assess annually the current versions of all CMDR COE IKM related documents under the control of IKM Manager;

c.　Staff members are encouraged to make recommendations to the IKM Senior Official via their IKM Support Officers or the IKM Working Group. Any changes or improvements to our processes or associated IT infrastructures is communicated to the Staff, where possible in advance.

7. Public Information.

CMDR COE publishes and regularly updates objective information, both qualitative and quantitative about their courses and related activities. The official website of CMDR COE (www.cmdrcoe.org) offers up-to-date information regarding CMDR COE annual E&T activities and instructions on how to apply for these activities. General information about CMDR COE, Course Catalogue, news, events, and CMDR COE publications can be found on and downloaded through the website. CMDR COE advertises the courses and other E&T activities also through NATO ETOC and e-PRIME in line with the NATO 75-7 Directive. The information of all CMDR COE E&T activities in these portals is updated according to the approved annual CMDR COE POW on a regular basis and when related information needs to be changed.

8. Contact Information :

George TZAVARAS

Captain (OF-5), GRC-N
CMDR COE Deputy Director/ Quality Manager
Tel:+ 359 89 552 7070, office: 24 702

e-mail: george.tzavaras@cmdrcoe.org

Stanislava KRAYNOVA

CIV Expert, BUL
CMDR COE Quality Manager Assistant
Tel:+ 359 89 369 8423, office: 24 715

e-mail: stanislava.kraynova@cmdrcoe.org

SWOT ANALYSIS

STRENGHS-OPPORTUNITIES

The COE strategies that use strengths to maximize opportunities

OPPORTUNITIES ⬇	STRENGHS							
	Develop relevant courses in CMDR domain	Engagement with developing a Community of Interest.	Advantageous Location	Existence of web page &Internship Program	Active partnership with CMDR Community of Interest	Qualified facilities & faculties	Flexibility in decision making & in supply chain	Applying modern methods in education
Interest in CMDR courses	Explore alternative ways to update the existing and develop new courses by highlighting the lessons learned throughout the ADDIE process	Exchange expertise between CMDR COE and Academia will enable the Centre to be enriched in different directions	Use location and CMDR COE courses/events/projects participants to attract countries to become Sponsoring and Contributing nations	Promote through the web site CMDR COE's educational and research products. Promote an Internship Program for contribution countries Course participants/Course Participants	Create a bidirectional communication network to provide high standard products and services to CMDR CoI	Consider increasing the capacity of the most popular courses. Promote CMDR COE instructors' expert knowledge at the web site	Review and communicate by the Commander on a monthly basis, in order to follow the developments and focus on the most critical issues each time	Promotion of CMDR products. technical laboratory and ADL capabilities
Presence in NATO/ EU activities	Participate in NATO/EU activities, to increase SME's experience. Cooperation with	Attract Course participants/Course Participants, researchers and lecturers	Use location and presence of CMDR COE in NATO /EU activities for	Use CMDR COE website to promote the joint activities together with	Involvement of our SME''s in doctrine development, standardization, and	Facilitate more collaborative activities with NATO entities. Improvement of	Use your advantage in supply chain to organize and conduct exercises with	Create partnerships based on opportunities for mutual learning and

	other Centers of Excellence to update the courses	from other organizations/ countries.	wider with other countries.	NATO/EU by attaching interactive information and flashing elements.	experimentation projects. Update the courses to capture the frequent changes derived by the Lessons learned from the NATO/EU activities	the existing facilities in order to meet NATO/EU standards for high-level events	other NATO entities.	on intergrading the technology laboratory.
CMDR Hub	Coordination with national or international Academia in order to upgrade the courses' elements and to invite leading lecturers in CMDR courses.	To share the strengths and the quality of CMDR COE products IOT motivate and attract Course participants/Course Participants and lecturers from other organizations/ countries/ universities.	Use Location to establish connections with military and civilian organizations in CMDR domain for the benefit of the Course participants/ Course Participants.	Emphasis using the web site on maintaining existing and creating new networks within Center of Excellences in NATO and international academia	Emphasis on the collection and implementation of CMDR Lessons Learned.	Emphasis on Personnel Development Plan (CMDR COE staff attend NATO courses). Increase the projects in order to upgrade the external cooperation capabilities.		Use the technical laboratory capabilities in order to cooperate with external institutions.
Development of new courses	Developing new training/innovating courses in order to remain relevant to the changing security environment. .(e.g Support the use of Mobile Education and Training Team)	Cooperating with other ETFs on the delivery and upgrade of CMDR COE services.	Collaboration and exchange of information with Contributing nations to develop specific CMDR	Find common needs using the access on the web site with CMDR Col.	Use the needs from CMDR community to develop new products. Sharing ideas and best practices exchange with the Col to	Continuous identifying and evaluate in annual base the better use of resources (including facilities, personnel, and equipment)to identify, address and monitor deviations of CMDR COE products.		Update and improve the ADL courses and internship program to remain relevant with the new needs.

	Collecting and creating a database of up-to-date materials for development of the lectures.		products and services unique for the location and according to CMDR needs.		develop unique courses.		
Managing extra-budgetary resources	Adapt and update the CMDR work on more and diverse projects.	Organize conferences in the Center to increase visibility in the CMDR Col.	Organize and host major events for CMDR Col to attract more entities as stakeholders .	Use the extra-budgetary resources in order to provide access in the web site to all CMDR COE products for CMDR Col.	Increased participation / involvement in diverse projects with CMDR COE expertise. Explore extra budgetary resources to maintain and improve the CMDR COE infrastructure to attract more entities as stakeholders.	Establish control mechanism for the extra budgeting management.to protect the integrity of the CMDR COE.	Upgrade the technical laboratory and ADL courses by managing extra-budgetary resources

WEAKNESSES-OPPORTUNITIES

The COE strategies that take advantage of opportunities to avoid weaknesses

	WEEKNESSES				
OPPORTUNITIES	**Limited role in the human resource management.**	**Lack of strong external presence & Internship Program**	**Vacant international positions & Discontinuity of personnel. Staff not native English speakers.**	**POW limitation of planning**	**Digital resource library & online courses do not exist**
Interest in CMDR courses.	Create interest data of CMDR COE courses in annual base. Develop a training programme for the new CMDR COE staff in order to build expertise in the CMDR field.	Collect delayed (six or three months after course) feedback from Course participants/Course Participants in order to use for adjusting the course contents and matching the Course participants/Course Participants' needs.. Organising an ad campaign in external organisations (GOs/NGOs)	Increase the CMDR COE's attractiveness, inter alia, by using external experts for the delivery of CMDR courses and establishing privileges and bonuses to attract new applicants to CMDR COE	Prioritize the most interesting courses and keep them up-to-date Promote the interest data of CMDR courses. Signing Operational MOUs with Partner countries IOT provide METT courses funded by NATO.	Develop a Job Description for a Digital Library Head of Section and formation of ADL courses Expert. Create a digital library which must meet the NATO's requirements.
Presence in NATO/ EU activities	Build expertise by coordinating and co-organizing with other NATO entities exercises and	Attract other nations to join CMDR COE through Sponsoring Nations, NATO Command Structure and EU partners	Establish privileges and bonuses a)to motivate personnel to improve their English	Prioritize CMDR COE participation in NATO /EU activities /exercises.	Find the necessary needs in NATO/EU activities and

	Seminars .	by promoting on joint activities together with NATO/EU.	language. b) to attend NATO QA Course and other courses in NATO SCHOOL. Using visits to other countries to negotiate with the appropriate authorities to join the Centre.		create available ADL Courses .Consider the cooperation with another COE's on a) the delivery of ADL Courses. b)creation of common digital library
CMDR Hub	Keep Informed the SC about the CMDR COE strategic priorities or areas of focus on annual base	Build partnerships with national /international universities which are interest to join and increase the course certificate value. Increased use of social media and promoting CMDR COE's products". Examine and reevaluate Job Descriptions. Enable partnerships through the use of Mobile Education and Training Team.	Long-term objectives should be reviewed.	Coordinate with national or international Academia in order to upgrade the ADL courses to remain relevant Create a permanent information hub (digital library) with our collaborated institutions. Inform CMDR CoI about how they can access

				resources at other libraries.
Development of new courses.	Motivate highly qualified staff to take accountable positions in new courses	Pick top focus areas in NATO/EU with the aim to get the most impression.	Provide development opportunities in all CMDR COE staff through online courses with CMDR COE collaborated I institutions/Academia.	Cross data of CMDR COE feedback reports , course presentations, research collections from Academia and interest fields in CMDR Col to develop a) new courses b) ADL courses c) permanent access to digital library Developing courses to be uploaded and managed in the ADL platform.
Managing extra-budgetary resources.	Create opportunities for course Participants to use their knowledge and interests to produce CMDR projects releasable to CMDR Col .	Flexibility in the coordination with national or international Academia in order to upgrade the internship programs.	Use internal linguistic services for the documents of utmost importance. Managing more externally funded projects IOT attract other nations to join the Centre	Provide to the CMDR COE SC with six-month financial reporting calendar about the implementation of COE's most important strategic goals with the use of extra budgeting resources.	Invest in infrastructure, and technologies, to create ADL courses and to develop two digital libraries one for NATO Col and one for EU Col .

STRENGHS-THREATS

The COE strategies that use strengths to overcome or avoid threats

THREATS ⇩	STRENGHS				
	Advanced courses to CMDR domain& Advantageous Location	Active partnership with CMDR Community of Interest Existence of web page &Internship Program	Qualify facilities & faculties	Flexibility indecision making & supply chain	Applying modern methods in education
Technological Changes	Keep informed about the technological changes in order to Improve the existing courses or develop new Courses.	Use or upgrade existing technology for building networks, providing secure access to information and more stakeholders services.	Follow technological innovations to enhance and secure CMDR facilities. Ensure that CMDR Staff is capable of following the latest technological trends.	Modify CMDR COE supply chain network according to the new technology changes in order to provide quality in CMDR COE products.	Participate in NATO state-of-the-art technology related events in order to follow the technology and improvement of information systems Planning and allocating sufficient financial resources to purchase the most advanced hardware and software products.
Growth of competitors & Withdrawal of a Nation	Build strong Network relating to CMDR COE geographic Location. Promoting strengths and offering new /	Promote our unique products in CMDR Domain. Collaboration with external partners in Europe and NATO by implementing joint projects and educational	Facilitate Collaborative research projects between the CMDR COE and external partners emphasized the new OPS	Emphasis on continuous improvement by the risk management plan, which is analyzed once a year.	Use advanced /unique CMDR courses, location, and the low cost of training and of living in Sofia (in comparison to most other cities in Europe)
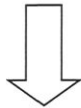
	upgraded products to increase competition with other organizations	elements.	laboratory. covering needs		to dealing with the competition.
Changes in Policy of Framework / Sponsoring Nation	Systematic, multifaceted promotion at national international level of all our projects and activities.	Demonstrate responsible behavior when CMDR COE involved in the Community of Interest.	Improve stakeholder service and reduce funding of maintenance. Maintaining a consistently high level of infrastructure and a sense of satisfaction in the staff.		Improve range of learning tools (eg. a free stakeholders' access to information via mobile devices).

WEAKNESSES-THREATS

The COE strategies that minimize the effect of weaknesses and overcome or avoid external threats.

THREATS ⬇	WEEKNESES				
	Limited role in the human resource management.	**Lack of strong external presence & Internship Program**	**Vacant international positions & Discontinuity of personnel. Staff not native English speakers.**	**POW limitation of planning**	**Digital resource library & online courses do not exist**
Technological Changes	Effective management of CMDR COE's qualified staff in order to broaden their technological knowledge.	Built technological interoperability. Involvement of CMDR COE in national /international relevant activities on high priority technologies. Use the OPS laboratory facility to execute studies, software experiments, and demonstrations	Review of reward policies and emphasis on continuous improvement by the staff satisfaction survey.	Promote and support activities that provides new improvements in technology and technology demonstrations	Support the development of new ADL courses and digital library with the new technologies. Share CMDR COE 's Knowledge, tools and methods with its stakeholders
Growth of competitors & Withdrawal of a Nation	Evaluate annually CMDR COE strategy identify the	Build capacity and broaden CMDR COE collaboration with other institutions/commands. Develop network with	Eliminate competition and upgrade the knowledge base of CMDR COE staff	Regularly review and update CMDR COE's POW. Support innovative plans in NATO /EU and	Upgrade CMDR COE's information system by developing collaborative agreements within international /national academia and

	gaps and adjust the human resources according to the new changes and their experience.	new potential collaborated countries in NATO..	by developing SME's according to the rising demand (e.g.inequality, insecurity, environmental changes, corruption, resilience etc.)..	academia for research and knowledge exchange.	organizations
Changes in Policy of Framework / Sponsoring Nation	Participation in Decision-making policies of Framework Nation	Demonstrate in the web site about the CMDR COE's mission and objectives that are accountable and the necessary actions to successfully fulfill them.		"Orientation" of CMDR COE goals with the national policies and priorities	Promotion of co-operation and benefits among stakeholders.

CMDR COE Quality Management Team

Terms of Reference

REFERENCES: A. MCM 236-03 MC Concept for Centres of Excellence, dated 04 December 2003;

B. IMSM-0416-2004 NATO Centres of Excellence Accreditation Criteria, dated 11 June 2004;

C. MC-0458/3 (Final) NATO Education, Training, Exercises and Evaluations (ETEE) policy, dated 03 September 2014;

D. Bi-SC 75-2 NATO Education and Training Directive, dated 6 September 2016;

E. Bi-SC 75-7 NATO Education and Individual Training Directive, dated 25 September 2015;

F. CMDR COE steering Committee meeting, Decisions paper № 15,18 dated 29 October 2020.

1.   Introduction

Crisis Management and Disaster Response Centre of Excellence (CMDR COE COE) provides support to NATO transformation and to the enhancement of NATO capabilities in the CMDR domain by delivering specialized products and services. To ensure that the CMDR COE provided products and services meet defined and set standards of Quality Assurance, the CMDR COE has established a Quality Management Team (QMT). The QMT fulfils a crucial role by ensuring the reliability of the CMDR COE quality, gaining satisfactory trust of the CMDR COE community of interest (COI) by instituting the highest-quality guarantee for created deliverables by CMDR COE COE staff members.

2.   Purpose

These Terms of Reference (TOR) establish the mission, objectives, composition, responsibilities and working procedures of the QMT.

3.   Mission

a.   The mission of the QMT is:

(1)   To receive the NATO/SACT/JFT Quality Assurance Accreditation and hereafter to improve and maintain the given accreditation level.

(2)   To introduce, develop, inhere in and maintain the CMDR COE Quality Assurance and Quality Management System, in order to achieve a require standard of quality for all products and services.

4.   Objectives

The objectives of the QMT are:

a.   To act as a permanent entity within the CMDR COE for all QA related topics in order to maximize Centre's synergy in future activities, by developing, increasing, and maintaining standards and quality.

b.   To provide tailor-made QA solutions and actions.

5.   Composition

a.   The QMT will consist of:

(1)   Chairman: Quality Assurance Manager;

(2)   Co-chairman: Chief of Programs and Course participants/Course Participants Section in the Education & Training Branch;

(3)   Quality Management Assistant: Expert in Programs and Course participants/Course Participants Section in the Education & Training Branch (he/she can participate If needed by the Chairman) ;

(4)   Permanent Members (There should be always present or replaced by their replacers):

    (a)   Chief of the Education & Training Branch;

    (b)   Chief of the Transformation Branch;

    (c)   Chief of the Capabilities Branch;

    (d)   Chief of Support Branch;

    (e)   Secretary – from the Secretariat;

b.   According to its need, the QMT can be extended by:

(1)   Deputy Director;

(2)   CMDR CoE AAB Members;

(3)   Legal Advisor;

(4)   Public Affairs & Protocol Officer;

(5)   Financial Controller.

Other CMDR COE members may be invited for briefings and discussions regarding

specific topics.

6.   Responsibilities

a.   The QMT is a decision-making body for all QA related topics.

b.   The QMT can additionally serve as a supportive and advisory platform for the Director of the CMDR COE for non-QA related topics.

c.   The QMT will achieve its objectives by:

(1)   Developing, planning, implementing, directing, coordinating, and evaluating Quality Assurance programs, processes, and products, resulting in a solid Quality Management System (QMS).

(2)   Formulating quality control policies and tools;

(3)   Ensuring the cross-functionality of relevant branches functional policies and working processes;

(4)   Improve the efficiency, effectiveness, and profitability.

d.   QMT members must be qualified to lead and manage all aspects of the quality control process for their branch, as well as train the staff members who report to them. A QMT member is expected to run programs that ensure all specifications for a product or service are met and monitor progress and compliance through regular inspections. Leadership and management skills allow them to discipline and make staff members accountable for the work they conduct.

e.   QMT members need to create, maintain, and update numerous written documents outlining and detailing all planned goals, protocols, procedures, processes, solutions, and factual reports related to implementation and monitoring of quality assurance measures.

f.   The QMT members are individually responsible for:

(1)   Development, implementation, evaluation, and maintenance of essential quality assurance documented Branch functional policies, responsibilities, core processes in SOPs, working manuals and other products.

(2)   Propose, prepare, and update quality documentation, based on a recognized standard.

(3)   Supervising branch individuals or teams who carry out the detailed organization of products / services and the respective components at different stages of development, implementation, and evaluation.

(4)   To provide branch members with documented quality standards as guidelines for their day-to-day work, tasks, and activities.

(5)   To define appropriate quality monitoring and inspection tools, as well as software, to support the Branch's development assessment of ongoing activities, evaluations for continuously improvement and corrective measures, aiming to reduce the number of shortcomings and improve the levels of quality.

(6)   To review data (single and sequence) from evaluations to identify quality trends and/or challenges.

(7)   To analyse all related data and records of a product / service for recommending changes for processes or quality system control to eliminate identified challenges or problems.

(8)   To develop appropriate processes and guidance for employees to ensure the achievement of QA standards and preparation for a quality accreditation visit.

7.   Working Procedures

a.   To perform its role and responsibilities, the QMT meets frequently;

b.   After the external audit is completed by the NATO/SACT/JFT/Quality Assurance Team of Experts (QA ToE), the QMT is to meet as often as necessary, but at least once per month.

Approved by:
   Signature

Captain Georgios Tzavaras (OF-5, GR-N)
CMDR COE Deputy Director / Quality Manager

Endorsed by:
   Signature

Colonel   Orlin Nikolov (OF-5, BGR-AF)
CMDR COE Director

QA STAKEHOLDERS RESPONSIBILITIES & RACI MATRIX

1. RESPONSIBILITIES

1.1. Director

Responsibilities

Responsible for overall QA Policy and its execution.

1.2. Deputy Director

Responsibilities

Supports the Director in the implementation of the QA Policy.

1.3. Quality Assurance Manager

a.   Ensuring the implementation of CMDR COE QA Policy and act as the Chairman of the Quality Management Team (QMT);

b.   Ensuring and is responsible for coordination of preparation and execution of QA accreditation / re-accreditation process;

c.   Developing, implementing, and managing processes to ensure that the final E&T products meet required specifications;

d.   Communicating quality standards and parameters to the QMT, and when needed to all the staff of CMDR COE;

e.   Participating and coordinating the feedback procedure from every activity conducted or participated by CMDR COE personnel;

f.   Participating in the evaluation and testing of E&T products;

g.   Identifying and analyzing issues, bugs, defects, and other problems, particularly when problems recur and recommends and facilitates solutions to these issues;

h.   Reviewing all trainees and supervisor's feedback reports;

i.   Monitoring all the measurable Key Performance Indicators and providing all the necessary corrective actions where needed;

j.   Produces the Annual QA report.

1.3. Education & Training Branch Chief (E&T BC) Responsibilities

a.   Execution of the CMDR COE E&T program in a qualitative manner;

b.   Permanent member of the QMT board;

c.   Ensures that all procedures/routines in his/hers branch are aligned with the CMDR COE QA Policy and the decisions taken through the QMT board meetings;

d.   Oversees the introduction of new courses and monitors their development in accordance with the SOP;

e.   Assigns Course Directors / Officer of Primary Responsibility (CDs/OPRs);

f.   Monitors the execution of courses/training;

g.   Manages the seat allocation process;

h.   Manages the course participant administration process;

i.   Monitors the timely production of Post Course Reviews (PCR)/ After Action Review (AAR) and provides guidance to CDs/OPRs upon their completion;

j.   Prepares and coordinates the Curriculum Review Board (CRB) and develops the CRB report;

k.   Oversees the monitoring of lectures and instructors Coordinates and supervises welfare issues for CMDR COE trainees;

1.4. Programs & Course participants/Course Participants Section Head Responsibilities

a.   Permanent member of the QMT board;

b.   Responsible for ADL courses;

c.   Supports the execution of the curriculum by providing all the necessary training resources;

d.   Coordinates doctrine development;

e.   Leads the participation of CMDR COE in international experiments / coordination with other training institutions;

f.   Coordinates with E&T branch chief on the production of new courses.

1.5. Courses Section Head - E&T Course Officer of Primary Responsibility (OPR)

Responsibilities

a.   Holds responsibility for maintaining documentation for existing courses (content development, agenda, and conduct of a course);

b.   Holds responsibility for developing documentation for new courses;

c.   Prepare the Post Course Review (PCR);

d.   Holds responsibility for monitoring courses and lectures;

e.   Holds responsibility for monitoring instructors;

f.   Holds responsibility for the collection of evaluation reports and the final lessons identified from Transformation Branch;

g.   Holds accountability under SOP.

1.6. Transformation Branch Chief Responsibilities

a.   Supports the quality management as a permanent member of the QMT board (among others via available assets in LL&A Section such as SSQs, feedback reports etc.);

b.   Ensures that all procedures/routines in his/hers branch are aligned with the CMDR COE QA Policy and the decisions taken through the QMT board meetings;

c.   Holds responsibility for:

(1).   Conducting surveys focused on course curricula effectiveness and applicability.

(2).   Providing proposals when appropriate according to the NATO standardization process.

d.   Explore solutions or alternatives to current limitations and future opportunities based on lessons learned and best practices in the field of crisis management and disaster relief.

1.7. Capabilities Branch Chief Responsibilities

a.   Ensures that all procedures/routines in his/hers branch are aligned with the CMDR COE QA Policy and the decisions taken through the QMT board meetings;

b.   Holds responsibility for the coordination and continues improvement efforts of Centre's PoW;

c.   Permanent member of the QMT board;

d.   Holds responsibility for management of the newly established products;

e.   Holds responsibility for organizing a CMDR resource library and COI, as well as the issuing and promoting of the CMDR COE products;

f.   Maintains, updates, and runs of the CMDR COE Web page;

g.   Maintains the Information Management System;

h.   Develops and maintains the necessary Ops Lab capabilities.

1.8. Support Branch Chief Responsibilities

a.   Permanent member of the QMT Board;

b.   Ensures that all procedures/routines in his/hers branch are aligned with the CMDR COE QA Policy and the decisions taken through the QMT board meetings;

c.   Ensures smooth planning and execution of the activities of the Procurement, Administration & Logistics, and Communication Information System (CIS) sections;

    d.   Provide infrastructural, logistic, IT and administrative support, defined and required by the OPR for every course or event;

    e.   Coordinates and supervises the maintenance of CMDR COE facilities;

    f.   Coordinates and supervises welfare issues for all CMDR COE personnel.

1.9. Financial controller Responsibilities

Coordinates and supervises the reimbursement process of invited by CMDR COE Consultants (a CONSULTANT is considered any **external** participant in CMDR COE events who has been explicitly invited to support the organization, execution, and conduct of CMDR COE events. Guest speakers, lecturers, mentors, instructors, moderators, and facilitators).

1.10. Security Officer Responsibilities

Supervises the CMDR COE security to ensure the physical security of the Center and compliance with HN and NATO Security Regulations

1.11. Quality Management Team Responsibilities

As depicted in Annex B.

1.12. Information Knowledge Management Working Group (IKM WG) Responsibilities

    a.   To collect and exploit best practices extracted from Educational and Training Events, external or internal, both derived from post-events reports or LI/LL databases or sources;

    b.   Under the light of continue improvement/update, to review and assess annually the current versions of all CMDR COE IKM related documents under the control of IKM Manager;

    c.   To make recommendations for improvement or update to the IKM Senior Official and any changes or improvements to CMDR COEs processes or associated IT infrastructures and to ensure that all changes/updates are communicated to the Staff, in timely manner.

More details can be found in the CMDR DOE IKM Policy.

2. RACI Matrix

Next page.

RACI MATRIX	Director	Deputy Director & QA Manager	Quality Assurance Manager	E&T Branch Chief	Programs & Course participants/Course Participants Section Head	Courses Section Head - E&T Course Officer of Primary Responsibility (OPR)	Capabilities Branch Chief	Branch Transformation Chief	Support Branch Chief	Financial controller	Security Officer	QM team	IKM WG
Quality Policy and Procedures													
Policy	A	I	R	R	C	C	R	R	R	R	R	R	I
Management Monitoring	I	I	A	R	C	C	C	C	I	I	I	R	I
Measurement and Assessment	I	C	C	R	R	R	C	C	I	I	I	R	I
Process of Programmes													
Analysis	I	I	I	A	C	R	C	C	C	I	I	C	I
Curriculum Design	I	I	C	A	A	R	C	I	I	I	I	C	I
Curriculum Development	I	I	C	A	A	R	C	I	I	I	I	C	I
Curriculum Implementation	I	I	C	A	R	R	I	I	I	I	I	C	I
Instructional processes	I	I	C	A	R	R	C	C	I	I	I	C	I
Certifications and Curriculum Evaluation	I	I	A	R	R	R	C	C	C	I	I	C	I
Assessment of Course participants/Course Participants													
Learner Evaluation Process	I	I	C	A	R	R	I	I	I	I	I	C	I
QA of Instructors													

Orientation Training	I	I	C	A	R	C	R	C	R	I	I	C	I
Continuous Development	I	I	A	R	C	C	C	C	C	I	I	C	I
Learning Resources and Course participants/Course Participants Support													
E&T Resources	I	I	A	R	R	C	C	C	C	C	I	C	C
E&T Support Elements	I	I	A	R	R	C	C	C	R	I	I	C	C
Communication & Information Systems													
Communication Plan	I	C	A	R	I	I	R	C	C	C	C	C	A
Research	C	C	A	R	R	I	C	R	C	I	I	C	A
Public Information													
Communication and Information procedures	I	C	A	C	R	C	R	C	C	I	I	C	A
Description E&T Capability & Capacity	C	C	A	R	R	C	A	R	C	I	I	C	I

Responsible : Who is responsible for the execution of the task?

Accountable : Who is accountable for the tasks and signs off the work?

Consulted : Who are the subject matter experts to be consulted?

Informed : Who are the people who need to be updated of the progress?

STAFF SATISFACTION QUESTIONNAIRE

1. **The Staff Satisfaction Questionary (SSQ)** is part of a survey to evaluate the Staff's satisfaction, determine (de)motivating factors and draw conclusions for the CCOE's working environment/conditions. It was developed by an external company and will be carried out **annually**.

2. **The SSQ is a not exhaustive, live document**, which should be reviewed annually (October - November) by the CMDR COE's LL WG and the number of the questions in it and their content should be updated in accordance with the current situation and needs. The SSQ template below serves only as an example to the LL WG's members and a starting point for the annual SSQ review and update.

3. **SSQ template:**

1. On a scale of 1 to 6, do you consider the CMDR COE strategic objectives clearly defined and formulated?						
RATE	**1**	**2**	**3**	**4**	**5**	**6**
COUNT						
%						
	No		Somewhat		Yes	
%						
Clarify/Justify your choice:						

2. What are the 3 things you value most about your work at the CMDR COE?

Your input. honesty
Your input. loyalty
Your input. Professional qualities

3. On a scale of 1 to 6, how satisfied are you with your current responsibilities and duties?						
RATE	**1**	**2**	**3**	**4**	**5**	**6**
COUNT						
%						

	Not Satisfied		Somewhat Satisfied		Fully Satisfied	
%						

Clarify/Justify your choice:

---

4. On a scale of 1 to 6, do you consider your work meaningful?

RATE	1	2	3	4	5	6
COUNT						
%						
	No		To a certain extent		Yes	
%						

Clarify/Justify your choice:

---

5. On a scale of 1 to 6, does the CMDR COE offer adequate opportunities for promotions and career development?

RATE	1	2	3	4	5	6
COUNT						
%						
	No		To a certain extent		Yes	
%						

Clarify/Justify your choice:

---

6. On a scale of 1 to 6, do you consider yourself motivated and dedicated to your work?

RATE	1	2	3	4	5	6
COUNT						
%						
	No		To a certain extent		Yes	
%						

Clarify/Justify your choice:

7. On a scale of 1 to 6, does the CMDR COE give you the tools and technologies you need to perform your daily routines?

RATE	1	2	3	4	5	6
COUNT						
%						
	No		To a certain extent		Yes	
%						

Clarify/Justify your choice:

8. On a scale of 1 to 6, is information flow ensured within the CMDR COE and are important news are delivered effectively and in a timely manner?

RATE	1	2	3	4	5	6
COUNT						
%						
	No		To a certain extent		Yes	
%						

Clarify/Justify your choice:

9. On a scale of 1 to 6, do you consider your job description fully and clearly defining and describing your principal responsibilities and duties?

RATE	1	2	3	4	5	6
COUNT						
%						
	No		To a certain extent		Yes	

%						

Clarify/Justify your choice:

---

10. On a scale of 1 to 6, do you think that work is distributed evenly across your team?

RATE	1	2	3	4	5	6
COUNT						
%						
	No		To a certain extent		Yes	
%						

Clarify/Justify your choice:

---

11. On a scale of 1 to 6, how satisfied are you with the CMDR COE moral and welfare activities?

RATE	1	2	3	4	5	6
COUNT						
%						
	Not Satisfied		Somewhat Satisfied		Fully Satisfied	
%						

Clarify/Justify your choice:

---

12. On a scale of 1 to 6, how satisfied are you with the Logistic support at the CMDR COE?

RATE	1	2	3	4	5	6
COUNT						

%						
	Not Satisfied		Somewhat Satisfied		Fully Satisfied	
%						
Clarify/Justify your choice:						

13. Do you have any recommendations for improvements in general working rules and procedures, including practices of the CMDR COE?

Your input:

14. What you would like to change in the CMDR COE SOPs. (please define the number of SOP and what and how you would like to change it)

Your input:

15. Are there any other issues you may wish to share?

Your input:

PERSONNEL DEVELOPMENT PLAN

(as of NOV 2021)

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
1.	Director	DR 001	Covered	No					
2.	Deputy Director	DR 002	Covered	No					
3.	Quality Assurance Manager	DR 003					- M7-136 SAT Course - M7-136 Global Programming Course - M7-137 NATO QA Course - IKM	2022	vacant
4.	Secretariat Section Head/LEGAD	DRS 004	Covered	No					
5.	Public Affair and Protocol Officer	DRS 005							vacant
6.	Financial Controller	DRS 006	Covered	No					
7.	Security Officer	DRS 007							vacant
8.	Staff Assistant	DRS 008	Covered	No	Public Affairs or Strategic				

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
					Communication Course				
9.	BUDFIN Section Head	BFS 001	Covered	No	M4-30 Resource Management Education Programme (RMEP) Course				
10.	BUDFIN Accountant	BFS 002	Covered	No	M4-30 Resource Management Education Programme (RMEP) Course				
11.	Registry Section Head	RS 010	Covered	No					
12.	Registry Specialist	RS 011	Covered	No					
13.	E&T Branch Chief	ETB 001	Covered	No		M7-126 NATO e-Learning Instructional Design Course; Bussines Processes Analysis			
14.	Courses Section Head/Deputy Branch	CS 002							vacant
15.	Courses Expert	CS 003	Covered	No					

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
16.	Courses Expert	CS 004	Not Fully Covered	M7-136 Global Programming Course			M7-136 Global Programming Course	2021	
17.	P&S Section Head	PSS 005	Covered	No					New P&S Section Head will take over the position in Q3/2022. He/She should be provided with M7-137 QA Course and other relevant courses if needed.
18.	P&S Expert	PSS 006	Covered	No		M7-136 SAT Course			
19.	P&S Expert	PSS 007	Covered	No					
20.	Exrcises Section Head	ES 008							vacant
21.	Exercises Expert	ES 009	Covered	No			M7-126 NATO e-Learning Instructional Design Course	15/19 FEB 2021	Additional qualification

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
22.	Transformation Branch Chief	TB 001	Covered	No	Building Integrity for Senior Leaders Course				
23.	Doctrine & Sstandardization Section Head / Deputy Branch	DSS 002	Covered	No		a. Allied Joint Doctrine Development Course, organized by NSO b. Drafting, Production and Maintenance of NATO Standards Course (ETE-IT-35477), organized by MNIOTC			
24.	D&S Expert	DSS 003	Covered	No		a. NATO Standardization Orientation Course, organized by NSO b. Drafting, Production and Maintenance of NATO Standards Course (ETE-IT-35477), organized by MNIOTC			
25.	Concept Development &Experimentation Section Head	CES 004	Covered	No	ADL 168 – Role of Gender Advisor ADL 169 Improving Operational Effectiveness by Integrating Gender	(M7-51) Project Management Course Resilience through Civil Preparedness course			Other gender, POC, resilience, climate change related training as appropriate

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
					Perspective ADL 171 – Gender Focal Point ADL 201: Introduction to Concept Development & Experimentation ADL 401 – Protection of Civilians				
26.	C&E Expert	CES 005	Covered	No	ADL 168 – Role of Gender Advisor ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective ADL 171 – Gender Focal Point	(M7-51) Project Management Course Resilience through Civil Preparedness course			Other gender, POC, resilience, climate change related training as appropriate

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
					ADL 201: Introduction to Concept Development & Experimentation ADL 401 – Protection of Civilians				
27.	C&E Expert	CES 006	Covered	No	ADL 168 – Role of Gender Advisor ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective ADL 171 – Gender Focal Point ADL 201: Introduction to Concept Development &	(M7-51) Project Management Course Resilience through Civil Preparedness course			Other gender, POC, resilience, climate change related training as appropriate

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
					Experimentation ADL 401 – Protection of Civilians				
28.	A&LL Section Head	ALLS 007	Covered	NATO LL Course					
29.	A&LL Expert	ALLS 008	Covered	NATO LL Course					
30.	A&LL Expert	ALLS 009	Vacancy						
31.	Capabilities Brach Chief	CB 001	Covered	No		Project Management Course 3-rd level	Course	March-April 2022	
32.	PL&DB Section Head / Deputy Branch Chief	PLDS 002	N/A			Share point for users course	Course		vacant
33.	PL&DB Expert	PLDS 003	Covered	No		Share point for users course	Course	February-March 2022	
34.	PL&DB Expert	PLDS 004	N/A			NATO Information Knowledge Management (IKM) course	NATO course P5-07-A	16-20 May 2022	vacant
						Share point for administrators' course	Course	October-November 2022	

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
35.	P&P Section Head	PPS 005	Covered	No		Project Management Course – 1st and 3rd level	Course	March-April 2022 28	
						Strategic Operations Planning Course	NATO Course S5-45-A	November -02 December 2022	For a newcomer only
						Project Management Course – 1st level	Course	October-November 2022	For a newcomer only
36.	P&P Expert	PPS 006	Covered	No		Project Management Course – 3-rd level	Course	March-April 2022	
37.	OpsLab Section Head	OLS 007	Covered	No		NATO C&E course	NATO course M7-51-A	02-06 May 2022	
38.	OpsLab Expert	OLS 008	Covered	No		NATO Exercise Planning Course	NATO course P7-55-A	11-15 April 2022	
						Share point for administrators course	Course	February-March 2022	
39.	OpsLab Expert	OLS 009				Share point for users course			vacant
40.	Support Branch Chief	SB 001	Covered	No		M8-30 (M8-30-B-22) Resource Management Education Programme			

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
						(RMEP) Course			
41.	Administration & Logistics Section Head	ALS 002	Covered	No		M8-30 (M8-30-A-22 Resource Management Education Programme (RMEP) Course			
42.	Logistic PAO, Driver	ALS 003	Covered	No		Crisis Management and Disaster Response Related Courses; M4-93 (M4-93-C-22)(NATO Host nation support course)			
43.	Logistic, Driver	ALS 004	Covered	No		1.Crisis Management and Disaster Response Related Courses; 2.M4-14 (M4-14-B-22)NATO Movenent and Transportation course.			
44.	Administrator & Personnel	ALS 005	Covered	No	1.Human resources course.	P-8141(P8-141-A-22) Contingency Contracting course			
45.	CIS Section Head	CIS 006	Covered	No		M6-108 (M6-108-A-22) Network Security Course			
46.	CIS PAO, Driver	CIS 007	Covered	No					

№	POSIITION	Post Number	JD's Required Qualification	Deficencies	Additional qualification to meet the JD's requirement	Desired qualification enriching the existing one	Planned qualification		Remark
							Type	Period	
47.	CIS Specialist	CIS 008	-	-	-	Crisis Management and Disaster Response Related Courses; Microsoft Windows Server Administration Course; MS Share Point Server Administration Course.			
48.	Procurment Section Head	PS 009	Covered	No					
49.	Travel Officer	PS 010	Covered	No		P-8141(P8-141-B-22) Contingency Contracting course			
50.	Purchase Officer	PS 011							vacant

CMDR COE Strategic Plan

Contents

1. INTRODUCTION

1.1. BACKGROUND

The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) was formally established on August 27, 2013, through the signing of the Operational Memorandum of Understanding (MOU) and the Functional MOU between the Ministry of Defence of the Republic of Bulgaria, as a Framework Nation, and the Ministries of National Defence of the Hellenic Republic and the Republic of Poland, as the Sponsoring Nations. On March 31, 2015, following a North Atlantic Council (NAC) silence procedure, the Centre became the 21st NATO Centre of Excellence and was activated as a NATO Military Body with an international status under Article 14 of the Paris Protocol (1952). The CMDR COE has since spared no efforts in cementing its position as the Alliance's hub for crisis management and disaster response expertise.

1.2. CONTEXT

The process and implementation of the CMDR COE's Strategic Plan is of critical importance for the Centre as it defines its forward direction through strategic priorities; informs its evaluation and assessment practices and enables a cooperative environment as regards to the CMDR COE partners. More specifically, the process of Strategic Planning translates objectives, strategies and action plans into prominent and meaningful measures that can be used to monitor and evaluate CMDR COE's performance in line with the NATO conceptual and doctrinal framework (Reference A – C) and in accordance with the guidelines provided by the Centre's Steering Committee.

1.3. AIM

The aim of this document is:

a. To describe a desired condition/ end state reached through a development process, based on clear, measurable, and achievable objectives, within the timeline 2019 - 2024;

b. To define and describe the objectives to be achieved within the 2019 – 2024 timeline;

c. To enable the achievement of the Centre's objectives in an effective and efficient manner thus reaching the described condition / end state.

d. To provide all CMDR COE staff members with the mandatory guidance for the implementation and execution of the annual Programme of Work (PoW) and strategic perspectives of CMDR COE future development.

1.4.SCOPE

The Strategic Plan sets and defines the priorities of the CMDR COE for the period 2019-2024. The CMDR COE Strategic Plan 2019-2024 is an operational guide for the implementation of the CMDR annual strategy, as elaborated within its PoW, as well as out-of-cycle Requests for Support (RFS).

2. CMDR COE Strategic Perspectives

The Strategic Perspective 2019-2024, endorsed by the CMDR COE SC, includes:

a. Continuous improvement of its Quality Management System (QMS) and the Information and Knowledge Management system;

b. Continuous information campaign, targeting other NATO Nations and partners in order to join the COE;

c. Development and implementation of laboratory results in NATO and EU projects, exercises, tests and experiments of concepts and doctrines. Operational use of predictions and analysis using modelling and simulations systems, tools and disaster models;

d. Use of the Operational Experimentation & Testing Laboratory, connected to other training and education organizations in a common environment and provision of a technical platform for carrying out exercises and training in the CMDR domain;

e. Development of new training solutions based on NATO, Nations and partners' training requirements;

f. Development of International Academic Board which would review and validate educational programs and activities developed by CMDR COE;

g. Continuous development of the unified network for the exchange of information and expertise within the CMDR COE COI.

h. Attract more sponsoring and supporting Nations as well signing MOUs and Technical agreements with leading governmental and non-governmental organizations in the area of CMDR.

3. Vision, Mission and Core Values

The implementation of the CMDR COE Strategic Plan seeks to improve the quality of the Centre's activities and the motivation of the CMDR COE's staff member's as well common understanding of the future development of the Centre and connected all efforts and events in the directions to achieve the strategic perspectives.

a. The Vision of the CMDR COE is to continue to improve its position as an internationally recognized and respected hub for NATO crisis management and disaster response (CMDR) expertise, contributing to research on and development of NATO, NATO Allies', and Partners' CMDR military and civilian capabilities.

b. The Mission of the CMDR COE is to act as a catalyst for improvement of NATO, NATO Allies', and Partners' capabilities in CMDR operations through establishing collaborative partnerships.

c. CMDR COE values. The CMDR COE core values, translated into guiding principles for the organization, ensure the good management and continuous improvement of the work of the Centre. The CMDR COE subscribes and aspires to upholding the following 5 core values:

(1) Commitment. The CMDR COE is firmly dedicated to the continuously improving the quality and productivity of its work so as to sustain a highly competitive profile within the CMDR Community of Interest (CoI) thus demonstrating professionalism and accountability. Furthermore, the Centre spares no efforts at enabling a working environment, including providing the required and necessary technical infrastructure, characterized by high levels of motivation and a spirit of constructive teamwork so as to achieve high results in the performance of individual tasks and in the fair distribution of responsibilities.

(2) Consistency. The CMDR COE has developed, and continuously builds upon, a fully functional internal system of rules and regulations, compliant with acting and relevant legislation, enabling the efficient and effective performance of activities and tasks, as well as the timely evaluation of results achieved. In addition, the Centre's PoW is a foundational document which encapsulates the CMDR COE's level of ambition, flexibility, and adaptability in terms of executing planned as well as out-of-cycle (emerging) RfS.

(3) Transparency. The CMDR COE considers transparency fundamental to both upholding its vision and mission, and managing and sustaining a functional, reliable, and legitimate CMDR CoI. Important milestones supporting the maintenance of a high degree of transparency are building personal and professional integrity of CMDR COE staff members, ensuring required and

necessary flow of information, and enabling constructive communication – both internally and externally – within the CMDR COE's CoI.

(4) **Excellence** - The CMDR COE's guiding philosophy for excellence, supported by the Centre's Quality Management System, is premised on respect, cooperation, and teamwork which guide the work and the continuous advancement of the Centre's staff members, and enable an environment of confidence and trust – both internally and within the CMDR COE CoI. The CMDR COE leadership encourages and enables all staff members to improve their expertise in the CMDR domain and hence - their performance by providing relevant training and active participatory mechanisms. In ensuring a high quality of products, the CMDR COE places an utmost importance on relevant stakeholders' requirements and expectations which are translated into the continuous improvement of the quality of the CMDR COE products.

(5) **Networking.** The CMDR COE *modus operandi* is founded on, and fostered by, cooperative partnerships and constructive interaction in the exchange of best practices and lessons-learned. Therefore, the Centre serves as a platform for information and knowledge exchange and promotes coordination of actions among key stakeholders, both military and civilian, in the CMDR domain.

4. A Tool for Strategic Planning

The SWOT analysis is a basic strategic planning tool which examines strengths and weaknesses against opportunities and threats encountered by an organization. The utility of this tool is in its comparative and illustrative capacity which allows for identification of correlations and introducing compatible and incremental changes within a working environment. Therefore, the CMDR COE Strategic Plan 2019-2024 applies SWOT analysis (Table 1) to its Key Performance Indicators[5] so as to identify bottlenecks and key challenges as per the performance of the Centre's strategic objectives. The SMART approach and to the Key Performance Indicators. The SMART analysis is based on five specific features of the Action Plan, which are categorized by the SMART acronym in specific goals, measurable goals, accepted goals, reasonable and time-bound goals.

Table 1: SWOT ANALYSIS – CMDR COE Key Performance Indicators

Strengths	Weakness
✎ Develop relevant courses in the CMDR domain & Advantageous Location;	✎ Limited role in the human resource management;
✎ Active partnership with the CMDR Community of Interest;	✎ Vacant international positions & Discontinuity of personnel;
✎ Existence of web page & Internship Program	✎ Staff not native English Speakers;
✎ Qualify facilities & faculties;	✎ POW limitation of planning connected with annual financial planning;
✎ Flexibility indecision making & supply chain;	
✎ Application of modern methods in education.	✎ Lack of strong, presence in the external

---

[5] Key Performance Indicators are measurable objectives that describe the process or results in relation to the target and determine the timeframe for achieving the target within the 2019 - 2024 period.

Opportunities		Threats	
	community (GO and NGO);		
	↳ Digital resource library & online courses are still in development phase;		
	↳		

Opportunities	Threats
↳ Interest in CMDR courses; ↳ Presence in NATO/ EU activities; ↳ CMDR Hub; ↳ Development of new courses; ↳ Flexibility on the shared budget according to SC on-line decisions.	↳ Technological Changes; ↳ Growth of competitors & Withdrawal of a Nation; ↳ Changes in the Policy of the Framework / Sponsoring Nation.

5. CMDR COE's Strategic Plan

The CMDR COE Strategic Plan outlines the Centre's Action Plan 2019 – 2024. Based on the CMDR COE's mission, vision, and core values, the results of the SWOT analysis (by analyzing CMDR COE's internal and external environment), some basic conclusions can be drawn on the current challenges and their implications for the strategic development of the Centre. These are summarized below and considered in the formulation of the Strategy.

5.1. Focus Area 1: Education & Training

Establishment of the CMDR COE as a NATO education and training facility, offering comprehensive multidisciplinary training on crisis management and disaster response. The training solutions the Centre develops, in accordance with NATO discipline alignment plans, and offers are tailored for strategic level military and civilian audience from NATO, NATO Allies and Partners. The CMDR COE applies *adult learning*, which is a method enabling the active involvement of trainees in the process of learning by encouraging critical thinking, communication, and problem solving based on individual approach and creativity. Adult learning allows trainees to actively internalize, store and easily process and retrieve new knowledge.

5.1.1. STRATEGIC GOAL 1: OFFER QUALITY EDUCATION AND TRAINING SOLUTIONS

Possible Strategies:

    a.   Emphasizing on the collection and implementation of CMDR Lessons Learned.

    b.   Using of advanced /unique CMDR courses, location, and the low cost of the activity and living in Sofia (in comparison to most other cities in Europe) to deal with the competition and at the same time high quality of lecturers and trainings, considering increasing the capacity of the most popular courses.

c.   Investing in infrastructure, and technologies to develop ADL courses and to improve the Internship Program. Stay informed about the technological changes in order to improve the existing courses or develop new courses.

d.   Collecting post courses (six or three months after course) feedback from Course participants/Course Participants in order to use for adjusting the course contents and matching the Course participants/Course Participants' needs.

5.1.2. Key Performance Indicator (KPI):

a.   Number of attendance in every course (Percentage of Course participants/Course Participants in courses);

b.   Number of participants in ADL courses;

c.   Percentage of positive assessment of attendees (for the overall organization and conducting) in every course (after the course and after three months).

5.1.3. STRATEGIC GOAL 2: IMPLEMENT NEW SOLUTIONS THROUGH CONTINUOUS MODERNIZATION OF THE TEACHING METHODS AND TECHNIQUES IN ORDER TO RAISE THE LEVEL OF **THE QUALITY** FOR EDUCATION AND TRAINING ABOVE THE **NATO** STANDARDS.

Possible Strategies:

a.   Actively participate in and encourage cooperation within the wider NATO CoEs network, as well as with relevant national and international academic institutions and think tanks in order to share ideas and exchange best practices which to inform the development of tailored, to the imperatives of a complex and changing security environment, future training solutions and to strengthen partnerships for potential exchange of subject-matter experts (SMEs);

b.   Share ideas and best practices exchange with the COI to develop unique courses;

c.   Cooperate with other Centers of Excellence and with national or international Academia in order to upgrade the courses' elements and to invite leading lecturers to CMDR courses;

d.   Further develop and firmly establish Advanced Distributed Learning solutions, particularly as prerequisites for resident courses;

e.   Further develop and foster the CMDR COE Mobile Education and Training Team promoting its added value to relevant partner institutions and organizations;

f.   Revise and update resident courses in accordance with adult learning and by implementing lessons-learned from feedback analysis; ADDIE (Analysis, Design, Development, Implementation, and Evaluation) process;

g.   Further develop and enlarge CMDR focus areas on NATO/EU with the aim to become more attractive;

h.   Prioritize the most interesting courses and keep them up-to-date;

    i.   Coordinate with national or international Academia in order to upgrade the ADL courses to remain relevant;

    j.   Generate and improve ADL courses and internship program to remain relevant with the necessary needs;

    k.   Further improve, popularize, and promote the CMDR COE Internship Programme by, inter alia, revising the internship policy, elaborating on selection criteria, and by revising other related policies so as to improve internship conditions;

    l.   Create opportunities for course participants to use their knowledge and interests to produce CMDR projects releasable to CMDR Col;

    m.   Encourage creative thinking and implementing new techniques for teaching.

5.1.4. Key Performance Indicator:

    a.   Number of CMDR COE instructors / certified trainers;

    b.   Number of delivered courses;

    c.   Number of updated delivered courses;

    d.   Percentage of positive trainee feedback (for the overall organization and conducting of the course) after course update;

    e.   Number of ADL courses;

    f.   Number of interns who successfully completed the CMDR COE internship programme.

5.1.5. STRATEGIC GOAL 3: IMPROVE THE QUALITY OF TEACHING AND INCREASE THE NUMBER OF FOREIGN TRAINEES AND EXPERTS

Possible Strategies:

    a.   Create a permanent information hub (digital library) with the institutions with which the Centre collaborates, which must meet the NATO's requirements. Consider the cooperation with another COEs on:

        (1) Delivery of ADL Courses;

        (2) Creation of common digital library.

    b.   Develop new ADL courses and finalize the CMDR COE digital library further developing the Centre's modern technology capabilities.

    c.   Cross data of CMDR COE feedback reports, course presentations, research collections from Academia and interest fields in CMDR Col to develop ADL courses and permanent access to the digital library.

    d.   Increase CMDR COE's attractiveness by, inter alia, improving conditions for inviting and supporting the participation of external experts as instructors and mentors by establishing a honorarium;

    e.   Upgrade the technical laboratory and ADL courses by managing extra-budgetary resources.

f. Increase the number of partnerships via relevant agreements (i.e. Technical Agreements) on joint projects, including exchange of SMEs;

g. Use the technical laboratory capabilities in order to cooperate with external institutions.

5.1.6. Key Performance Indicator:

a. Number of bilateral (partnership / cooperation) agreements relevant entities;

b. Percentage of foreign participants – instructors and trainees, against locals in CMDR COE courses;

c. Percentage of trainee/ lecturers in every course;

d. Percentage of NATO APPROVED / NATO SELECTED courses;

e. Percentage of NATO /NON-NATO trainee in every course;

f. Number of formal request for M.E.T.T.

5.2. Focus Area 2: International presence and position.

The CMDR COE should continuously improve its existing and establish new partnerships for collaboration in the wider area of CMDR. The exchange of information, knowledge and know-how should be formalized in the joint research/projects, in the development of novel ideas for CMDR CoI, and in the exchange of SMEs to enrich the level of CMDR COE knowledge and products.

5.2.1. STRATEGIC GOAL 1: PROMOTION OF CMDR COE EXPERTISE

Possible Strategies:

a. Increased use of social media and promoting CMDR COE's products.

b. Systematic, multifaceted promotion at national and international level and on the website of:

(1). Cooperation and benefits among stakeholders.
(2). CMDR COE's projects and development ideas;
(3). CMDR COE's products and capabilities (e.g. technical laboratory);
(4). Improve and use the CMDR COE's website to promote joint activities attaching interactive information and flashing elements.

c. Promote CMDR COE instructors' expert knowledge.

d. Apply shared ideas within the CMDR CoI in future projects / products to develop new products.

5.2.2. Key Performance Indicator:

a. Measure the number of visitors on the website

b.   Measure the number of followers on social media (Facebook, LinkedIn, twitter, etc.)

5.2.3. STRATEGIC GOAL 2: CREATE OPPORTUNITIES FOR NETWORKING

Possible Strategies:

a.   Actively participate in and organize relevant CMDR-related events to increase visibility and to attract more entities as stakeholders.

b.   Maintain existing and create new networks using the web site within Centre of Excellences in NATO and international academia.

c.   Use location and CMDR COE courses/events/projects /participants and presence in NATO /EU activities to attract countries to become Sponsoring and Contributing nations.

d.   Share the strengths and the quality of CMDR COE products in order to motivate and attract   Course participants/Course Participants and lecturers from other organizations/ countries/ universities.

e.   Attract other nations to join CMDR COE through Sponsoring Nations, NATO Command Structure and EU partners by promoting on joint activities together with NATO/EU.

f.   Cooperate with other ETFs on the delivery and upgrade of CMDR COE services.

g.   Develop network with new potential collaborating countries in NATO.

h.   Build partnerships with national /international universities which are interested to join and increase the course certificate value.

i.   Create a bidirectional communication network to provide high standard products and services to CMDR Col.

j.   Sign Operational MOUs with Partner countries in order to provide METT courses funded by NATO.

5.2.4. Key Performance Indicator:

a.   Bilateral agreements with COEs and other organizations and Academia.

b.   Level of satisfaction (Percentage of positive assessment) of the new audience's organization. (Through review of the external evaluation report)

c.   Percentage of successfully executed Request for Support (RFS)

5.2.5. STRATEGIC GOAL 3: EXCHANGE OF INFORMATION AND KNOWLEDGE

Possible Strategies:

a.   Strengthen sharing of CMDR COE's knowledge, tools and methods with its stakeholders;

b.   Exchange expertise between CMDR COE and Academia to enable the Centre to be enriched in different directions;

    c.   Collaborate with external partners in Europe and NATO by implementing joint projects and educational elements;

    d.   Support and engage with innovative plans in NATO /EU and the academia for research and knowledge exchange;

    e.   Increase and improve involvement of relevant CMDR COE's SMEs in doctrine development, standardization, and experimentation projects;

    f.   Share information within the CMDR COE CoI via the Centre's web-based platform.

5.2.6. Key Performance Indicator:

    a.   Percentage of overdue tasks out of the total Projects (Finished on Time);

    b.   Number of outside programs/events that are conducted by CMDR COE;

    c.   Participation in outside events (exercises, forums, working groups, conferences, etc.).

5.3. Focus Area 3: Effective leadership and administrative sustainability

In a continuous changing environment, the CMDR COE is called upon to demonstrate flexibility and self-sufficiency, which will be achieved by effective leadership and administrative sustainability. The CMDR COE should make the necessary improvements to increase its efficiency, internal flexibility, and process flexibility to deliver quality services to the CMDR CoI. The necessary improvements are related to the CMDR COE structure, capacities, personnel, administration and supportive systems, facilities, legislation, and procedures to serve its needs.

5.3.1. STRATEGIC GOAL 1: COMMUNICATIVE LEADERSHIP

Possible Strategies:

    a.   Keep the Steering Committee informed about the CMDR COE Strategic Priorities or areas of focus on an annual base.

    b.   Regularly review and update CMDR COE's POW. Prioritize CMDR COE participation in NATO /EU activities /exercises. Long-term objectives should be reviewed.

    c.   Orientate the CMDR COE goals with the national policies and priorities of Framework and Sponsoring Nations. Participate in Decision-making policies of Framework Nation

    d.   Examine and reevaluate on an annual basis Job Descriptions. Study the need for the development of a Job Description for a Digital Library Head of Section and ADL courses Expert.

    e.   Put emphasis on the continuous improvement by the risk management plan, (it should be analyzed once per year).

    f.   Flexibility in the coordination with national or international Academia in order to upgrade the internship programs.

    g.   Review and communicate on a monthly basis, in order to follow the developments and focus on the most critical issues each time

h.   Adapt and update the CMDR work on more and diverse projects.

i.   Facilitate collaborative research projects between the CMDR COE and external partners emphasizing the new OPS laboratory covering needs.

j.   Maintain a consistently high level of infrastructure and a sense of satisfaction in the staff.

k.   Continue to improve the existing facilities in order to meet NATO/EU standards for high-level events.

5.3.2. Key Performance Indicator:

a.   Percentage of scheduled activities completed in the POW;

b.   Percentage of stakeholders' satisfaction rate as "very good" and above, concerning the quality of CMDR COE's services;

c.   Number of collaborated research projects with NATO /EU entities.

STRATEGIC GOAL 2: RATIONAL MANAGEMENT OF HUMAN RESOURCES

Possible Strategies:

a.   Create a tailored personnel development and training programme accounting for specific job description requirements so as to enable all CMDR COE staff members to improve their capacities and skills;

b.   Participate in NATO/EU activities to increase SME's experience;

c.   Eliminate competition and upgrade the knowledge base of CMDR COE staff by developing SME's according to the rising demand (e.g.inequality, insecurity, environmental changes, corruption, resilience etc.).

d.   Provide development opportunities for all CMDR COE staff through online courses with institutions/Academia collaborating with the CMDR COE;

e.   Review reward policies and emphasis on continuous improvement based on the staff satisfaction survey;

f.   Evaluate annually CMDR COE strategy, identify the gaps and adjust the human resources according to the new changes and their experience;

g.   Motivate qualified and motivated staff to take accountable positions in new courses;

h.   Establish motivation and bonuses system:

    (1). To motivate personnel to improve their English language knowledge;

    (2). To attend expertise-building events, including conferences, seminars, and courses provided by relevant organizations and institutions.

Key Performance Indicator:

a.   Employee absence Rate (percentage of Absenteeism);

b.   Percentage of occupied positions;

c. Percentage of satisfaction of CMDR COE's personnel;

d. Percentage (%) of CMDR COE staff who participate at least in one training program per year (English courses, Academia/NATO online courses);

e. Percentage (%) of CMDR COE staff who participate in NATO/EU activities.

STRATEGIC GOAL 3: PROVIDE CREDIBLE COMMITMENT

Possible Strategies:

a. Use the Centre's advantage in the supply chain to organize and conduct exercises with other NATO entities;

b. Manage more externally funded projects in order to attract other nations to join the Centre;

c. Improve stakeholder service and reduce funding of maintenance;

d. Use internal linguistic services for the documents of utmost importance;

e. Explore extra budgetary resources to maintain and improve the CMDR COE infrastructure to attract more entities as stakeholders;

f. Use the extra-budgetary resources in order to provide access to the website to all CMDR COE products for CMDR Col;

g. Establish control mechanism for the budgeting management to protect the CMDR COE's integrity;

h. Provide the CMDR COE Steering Committee with a 6-month financial reporting calendar about the implementation of the Centre's most important strategic goals with the use of extra-budgeting resources;

i. Continuously identify and evaluate annually the better use of resources (including facilities, personnel, and equipment) to identify, address and monitor deviations of CMDR COE products.

Key Performance Indicator:

a. Percentage of supplies used in combination with the scheduled annual supply plan (e.g. raw materials, fuel, etc.);

b. Number of completed externally funded projects;

c. Total amount of expenses in relation to the originally approved Shared Budget;

d. Implementation rate of the annual CMDR COE projects based on PoW, share-budget and quality criteria.

Focus Area 4: Technology

The CMDR COE should be established as a pioneering and recognized Centre of research and excellence with active participation in the international field and with the ultimate aim of offering in significant benefits to the CMDR Col by the :

a) Uniqueness of products combined with technology

b) The creation of innovative and technologically advanced infrastructures. (e.g. laboratory, digital library)

STRATEGIC GOAL: IMPROVE THE QUALITY OF **CMDR COE** PRODUCTS BY IMPROVING THE TECHNOLOGY

Possible Strategies:

a.   Modify CMDR COE supply chain network according to the new technology changes in order to provide high quality of CMDR COE products;

b.   Promote and support activities that provide new improvements in technology and technology demonstrations;

c.   Participate in NATO events related to state-of-the-art technology in order to follow the technology and improvement of information systems;

d.   Replace or update IT infrastructure and services at regular lifecycles to assure reliability and performance;

e.   Build technological interoperability. Involvement of CMDR COE in national /international relevant activities on high priority technologies;

f.   Upgrade CMDR COE's information system by developing collaborative agreements within international /national academia and organizations;

g.   Ensure that CMDR Staff is capable of following the latest technological trends;

h.   Follow technological innovations to enhance and secure CMDR facilities;

i.   Collect and create a database of up-to-date materials. Improve range of learning tools (e.g. a free stakeholders' access to information via mobile devices);

j.   Use or upgrade existing technology for building networks, providing secure access to information and more stakeholders services;

k.   Use the OPS laboratory facility to execute studies, software experiments and demonstrations;

l.   Create and upload data of CMDR COE courses in annual base in the ADL platform;

m.   Invest in infrastructure and new technology to develop two digital libraries, one for NATO Col and the other for EU Col;

n.   Purchase the most relevant and necessary advanced hardware and software products by planning and allocating sufficient financial resources.

Key Performance Indicator:

a.   Number of incidents in IT services;

b.   Number of IT projects implemented annually in CMDR COE;

c.   Percentage of course attendees and staff satisfied with IT services;

d.   Number of CMDR COE's experts participating in international activities in the area of using technology;

e.   Amount of effective cooperation at national/international level between individual entities for the purposes of exchanging and sharing technology information;

f.   Number of CMDR COE's staff attending courses in data analytics, cyber security, etc. related to improvement of the organization of internal processes and information exchange;

g.   Percentage of Shared Budget spent on upgrading IT services with emerging technologies.

6. Conclusion

The CMDR COE Strategic Plan 2019-2024 shapes the Centre's strategy and the development of its Action Plan for the period 2019-2024. It contributes positively to the advancement of the CMDR COE focuses on the:

a.   Improvement of COE's knowledge base,

b.   Development of new ideas for the COE's strategic management,

c.   Reliable communication within the CMDR CoI;

d.   Strengthening of its European and NATO dimension with its activities,

e.   Continuously improving the quality of its services.

The desired condition/ end state for the CMDR COE by 2024 is the following:

"The Crisis Management and Disaster Response Centre of Excellence is a firmly established, widely promoted and respected hub of high quality and highly professional CMDR expertise which it provides to NATO, its Allies and Partners. The CMDR COE fosters a rich and diverse community of interest and has established valuable and relevant collaborative partnerships across Europe and the Atlantic."

The current Strategic Plan 2019-2024 would be revised on an annual basis every year As a long-term plan it is a dynamic tool which need to be constantly monitored and partially adjusted in order to maintain its flexibility and adaptability in a continuously **changing environment**. The next CMDR COE Strategic Plan encompass the timeline 2024 – 2029 and will be promulgated in **2024.**

KEY PERFORMANCE INDICATORS

The Key Performance Indicators (KPIs) are established parameters used from CMDR COE as a lens to evaluate its performance and demonstrate how it achieves the goals defined according to the Quality Policy of the Center. KPIs constitute the most critical performances for the current and future success assisting the Center to reach its strategic goals and should be tracked frequently. KPIs need to be defined according to critical objectives. The following questions will help to define a KPI:

a.   What is your desired outcome?
b.   Why does this outcome matter?
c.   How are you going to measure progress?
d.   How can you influence the outcome?
e.   Who is responsible for the outcome?
f.   How will you know you've achieved your outcome?
g.   How often will you review progress towards the outcome?

The criteria that introduced the effectiveness of CMDR COE's KPI are **SMART :**

a.   **Specific** as the data aimed at specific goals and objectives.
b.   **Measurable** since the value demonstrates how effectively the CMDR COE is achieving its key objectives.
c.   **Achievable** because are providing a realistic and quick assessment of CMDR COE performance.
d.   **Relevant** as indicates that the goal is relevant to our CMDR COE activities.
e.   **Time-Bound** because indicates the Precise Time frame for achieving or measure this goal

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

a.   for the overall performance of the NATO CMDR COE;
b.   for the performance of branches/individual positions.

CMDR COE's KPIs include:

a.   KPI number;
b.   Name of Branch/individual position;
c.   Key Performance Indicator;
d.   Focus Area and goals of COE;
e.   Reached Value; (the value we reached for each indicator);

f.   Desirable Value (the desirable number, for each indicator number, rate, percentage);

g.   Undesired Value (the minimum number, rate, percentage) which is acceptable according to CMDR COE's goal;

h.   Time frame (When we must measure the current value).

KPI No	Focus Area	Branch responsibility	Key Performance Indicators	Goal	Reached Value	Desirable Value	Undesired Value	Time Frame
1	Education &Training	E&T Branch.	Number of attendance in every course (Percentage of Course participants/Course Participants in courses)	Offer Quality Education & Training Solutions	15	85	< 60	In one year period
2		E&T Branch.	Number of registered participants in ADL courses		15	15	< 10	In one year period
3		E&T Branch.	Percentage of positive assessment of attendees (for the overall organization and conducting) of every course.		65 %	85 %	< 60 %	After every course and after three months
4		E&T Branch.	Number of CMDR COE instructors / certified trainers		5	10	< 5	Average in one year period.
5		E&T Branch.	Number of delivered courses		5	6	< 4	In one year period.
6		E&T Branch.	Number of updated delivered courses		1	3	0	In one year period
7		E&T Branch.	Percentage of positive trainee feedback for the overall organization and conducting of the course after course update.	Implément New Solutions & Techniques in E&T	60 %	85 %	< 60 %	After every updated course
8		E&T Branch.	Number of ADL courses		1	3	<1	In one year period
9		E&T Branch.	Number of interns who successfully completed the CMDR COE internship programme		4	6	< 3	In one year period
10		Capabilities Branch	Number of bilateral (partnership/ cooperation) agreements relevant entities;	Increase the Quality of Teaching and the number of Foreign	2	3	1	In one year period.
11		E&T Branch.	Percentage of foreign participants – instructors and trainees, against		40 %	65 %	< 30 %	In one year period.

No	Category	Branch	Indicator	Objective				Time period
			locals in CMDR COE courses;	Trainees & Experts.				
13		E&T Branch.	Percentage of NATO APPROVED / NATO LISTED courses.		70%/30%	80%	> 50 %	In one year period
14		E&T Branch.	Percentage of NATO /NON-NATO trainee.		50%/50%	75%/25%	< 40 % NATO > 60 % NON-NATO	After every course
15		E&T Branch	Number of formal request for M.E.T.T.		1	2	0	In one year period
16	International presence and position.	Support Branch	Measure the number of visitors on the website	Promotion of CMDR COE Expertise	1200	2000	<1000	In one year period
17		E&T Branch	Measure the number of followers on Social media (Facebook, LinkedIn, twitter, etc.)		600	1500	<500	In one year period
18		Support Branch	Bilateral agreements with COEs and other organizations and Academia.		2	1	<1	Every six months
19		E&T Branch.	Level of satisfaction (Percentage of positive assessment) of the new audience's organization. (Through review of the external evaluation report)	Create Opportunities for Networking.	65 %	70 %	< 60 %	In one year period
20		Capabilities Branch	Percentage of successfully executed Request for Support (RFS)		80%	90%	70%	In one year period
21		Capabilities Branch	Percentage of overdue tasks out of the total Projects.(Finished on Time)	Exchange of Information & Knowledge.	80%	90%	70%	In one year period
22		Capabilities Branch	Number of outside programs/events that are conducted by CMDR COE		20	30	15	In one year period
23		Capabilities Branch	Participation in outside events (exercises, forums, working groups, conferences, etc.).		85%	95%	<75%	In one year period
24	p and administrative	Capabilities Branch	Percentage of scheduled activities completed in the POW	Communicative Leadership	85%	95%	<75%	In one year period
25		Transfor	Percentage of		70%	>75%	<50%	In one

G-3

		mation Branch	stakeholders' satisfaction rate as "very good" in regard to the quality of CMDR COE's services.					year period
26		Capabili ties Branch	Number of collaborated research projects with NATO /EU entities.		34	50	20	In one year period
27		Support Branch	Employee absence Rate (percentage of Absenteeism)		10%	5%	>10%	In one year period
28		Support Branch	Percentage of occupied positions		74%	95%	<70%	In one year period
29		Transfor mation Branch	Percentage of satisfaction of CMDR COE's personnel	Rational Managem ent of Human capital	>90%	>90%	<50%	Every six months
30		E&T Branch.	Percentage (%) of CMDR COE staff who participate at least in one training program per year. (English courses, Academia/NATO online courses).		40 %	50 %	< 30 %	In one year period
31		Transfor mation Branch	Percentage (%) of CMDR COE staff who participate in NATO activities		>80%	80%	<50%	In one year period
32		Support Branch	Percentage of supplies used in combination with the scheduled annual supply plan (e.g. raw materials, fuel, etc.)		98%	100%	<80%	Every six months
33		Budget & Finance Section	Number of completed externally funded projects.	Provide Credible Commitm ent.	1	2	0	In one year period
34		Budget & Finance Section	Total amount of expenses in relation to the originally approved Shared Budget.		30%	< 50%	>50%	Every six months
35		Capabili ties Branch	Implementation rate of the annual CMDR COE projects based on PoW, share-budget and quality criteria.		85%	100%	<70%	In one year period.
36	Technology	Support Branch	Number of incidents in IT services.	Improvem ent of Technolo gy	0	1	>2	Every six months
37		Support Branch	Number of IT projects implemented annually in CMDR COE.		1	1	0	In one year period.

38		Transformation Branch	Percentage of course attendees and staff satisfied with IT services.		>90%	>90%	<50%	After every course.
39		E&T Branch.	Number of CMDR COE's experts participating in international activities in the area of using technology.		5	5	< 3	In one year period.
40		Capabilities Branch	Amount of effective cooperation at national/international level between individual entities for the purposes of exchanging and sharing technology information.		14	20	8	In one year period.
41		E&T Branch.	Number of CMDR COE's staff attending courses in data analytics, cyber security, etc. related to improvement of the organization of internal processes and information exchange.		10	5	< 10	In two years period.
42		Budget & Finance Section	Percentage of Shared Budget spent on upgrading IT services with emerging technologies (CIS software and hardware).		25%	<30%	>30%	In one year period.

The CMDR COE will conduct review of its KPIs at minimum once per year and update them if it is necessary, in order to accomplish its goals according to the Quality Policy of the Center.

CMDR COE Information Knowledge Management (IKM)

1. Introduction

Communication is of critical importance, and a prerequisite, for creating and sustaining a consistent positive internal and external messaging and hence, image of an organisation. It is also a means for eliciting attraction and interest within a broad community of interest. CMDR COE as a NATO based military organization, operates in an environment in which information is a primary resource and is therefore a key enabler for the conduct of its mission. Efficient and effective management of information flow is a critical factor for achieving CMDR COE goals and objectives. CMDR COE provides subject matter expertise in support of: capability building and development; increase interoperability; education and training for NATO and partner leaders and units; testing doctrines; developing and validating concepts through experimentation; providing lessons learned, evaluations and assessments in the domains of NATO Crisis Management and Disaster Response Management.

2. Mission

The IKM mission at CMDR COE is to facilitate the rapid and effective collection storage and distribution of relevant information to the CMDR COE Command Group (CG), Branch Heads and their staff in order to provide them with knowledge facilitating the decision-making in support of the CMDR COE mission as part of the CMDR COE Strategic Plan.

3. IKM Objectives

The focus areas and the strategic goals are defined in the CMDR COE Strategic Plan (Annex F). The aim of the objectives of the CMDR COE Communication Plan is to ensure the consistent and systematic delivery of COE's messages. The objectives of the CMDR COE Communication Plan are focused on keeping, in a timely, frank, and accurate manner, all relevant stakeholders, as well as the target audience informed about the Centres products and activities. Five major objectives have been identified:

a. To support the achievement of Information Superiority primarily within an information-sharing networked environment, ensuring timely and efficient information availability within and, if necessary, outside CMDR COE;

b. To support the effective and efficient use of information resources in the conduct of the CMDR COE mission;

c. To support the identification and preservation of information of permanent value to CMDR COE;

d. To provide an efficient Records and Archives management and repository;

e. To organize the IKM education and enhance IKM awareness within the CMDR COE.

4. Overview

The CMDR COE Information Lifecycle (fig. 1) is composed of various stages, which require deliberate planning and implementation. Figure 1 below provides a conceptual view of the NATO Information Lifecycle, which is composed of three overlaying circles. The outer circle refers to Planning that should be based on the CMDR COE mission, identified information needs, exchange requirements, and is important to determine the purpose of IKM processes and procedures. The middle circle depicts the four stages of the information's life. The inner circle refers to the storage of active and inactive information and their protection to safeguard confidentiality, integrity, availability, non-repudiation, and authentication. All facets of this crucial stage shall be maintained during the entire IKM Lifecycle. The following official logo and moto serve as the CMDR COE's trademark / insignia, and form an integral part of all, internal and external alike, communication products and activities. It is to be used systematically and in accordance with established design format.

Meet Challenges /Seize Opportunities / Anticipate the Future

CMDR COE individuals collect, create and generate information from any source (individuals, NATO civil and military bodies, NATO member states, non-NATO entities (NNEs), NATO Communities of Interest (NCols), European Union (EU) and Academia), in any format or medium. Information may be collected, created, or generated as part of a normal business process. Information shall be collected, created, or generated in accordance with IKM Plan.

a. Collection: Information received by or acquired from external sources shall complete the obligatory metadata and add the required NATO security markings and sensitivity caveats, if appropriate;

b. Creation: A new document creation shall use the official CMDR COE templates, complete the requested metadata and add the necessary NATO security markings and sensitivity caveats, if appropriate;

c. Generation: Information, which is generated either from internal or external sources, used to create a new information item shall respect the originator's-imposed distribution or limitation caveats.

5. Stakeholders and target audience. Stakeholders are defined as, internal, and external, the parties within the CMDR COE's environment that interact with the Centre and are interested in its activities. These are the bond between the CMDR COE's goals and the expectations of the CMDR Community of interest. It is important to mention the individuals or group visitors that may come across at any of CMDR COE events and they may have general interest in any category of COE's products or services. That visitors are designated as CMDR COE's target audience. CMDR COE takes in consideration the fact that between this target audience there may be potential candidate to become an external stakeholder.

5.1. External stakeholders and target audiences

a. The CMDR COE defines its external stakeholders and target audience as groups or individuals outside the organisational structure of the Centre yet affecting, directly or indirectly, the realisation of its objectives. The main external stakeholders and target audience have been identified in the following organisations and institutions:

    (1)   NATO Allies and Partners;

    (2)   Diplomatic Bodies/Representatives and respective supporting and academic structures;

    (3)   NATO Allied Command Transformation (ACT);

    (4)   NATO Centres of Excellence (NATO COEs);

    (5)   Framework Nation of the CMDR COE;

    (6)   Sponsoring Nations of the CMDR COE;

    (7)   CMDR Community of Interest (CoI);

    (8)   European Union entities;

    (9)   Academic Community :

        (a)   Academic Institutions, National, military/civilian, education and training facilities;

        (b)   Trainees, Trainers: participants of the courses; Superiors of Course participants/Course Participants; Lecturers;

    (10)   Think Tanks and NGOs within the CMDR, and related, domains.

    (11)   Private sector– including Companies for procurement of goods and services related with courses/activities.

(12)　　Media (digital and broadcast) and social media.

(13)　　Guests of the COE and the general public.

　b.　Means of communication with external stakeholders and target audience:

(1) Publications and electronic material (press releases, proceedings, direct mail, etc.).

The CMDR COE's main communication channels include official website (press releases and information notices), paper brochures, flyers, calendars, annual Proceedings and Booklet. The goal of the communication is, through a consistent and coherent messaging, to attract relevant stakeholders and to encourage the participation of individuals from the Centre's target audience (potential course participants, lecturers) in CMDR COE's events. Press releases on the CMDR COE's website are a regular source of information that can be easily accessed by the general public and by identified and interested stakeholders. E-mails are also used with the same purpose but in a more personalised manner. The annual CMDR COE Proceedings serves as the Centre's journal, including academic research papers, both own (CMDR COE) and contributed by relevant external stakeholders, members of the CMDE COE's CoI. The Annual Booklet provides detailed information on the Centre's activities throughout the respective year including a printed version of the Centre's Programme of Work (PoW).

(2)　Seminars, courses, forums, conferences, exhibitions:

Reach out to external stakeholders and target audience is achieved in two main ways:

(a)　　Participation of CMDR COE's staff members in relevant, to their portfolio and experience, external events (conferences, seminars, courses, etc.), which strengthens the CMDR COE's CoI allowing for a direct (face-to-face) personal contact which improves visibility and understanding of the Centre's activities and products, and

(b)　　Attracting relevant external stakeholders, i.e., target audience, to participate in CMDR COE-organised events, which provide a platform for information exchange and transfer of knowledge. Courses are particularly primed for fostering the CMDR COE's CoI as these provide venues for extended personal communication and showcase the work of the Centre on supporting CMDR capabilities.

(3) Web site of CMDR COE:

The official CMDR COE website (https://www.cmdrcoe.org/), features the official webpage and a web-based platform (https://www.cmdrcoe.org/login.php), and provides, accordingly, relevant and up-to-date general information on the structure, organization, activities, and initiatives of the Centre, and access to the CMDR COE's fostered CoI. All course-related information, including reading and preparation materials, are uploaded, as appropriate, and stored on the platform, access to which is granted to registered and approved trainees / participants in CMDR COE's events. The maintenance of the website is outsourced to a diligently selected

contractor and the CMDR COE's Deputy Director, also acting as a lead Quality Assurance manager, the LEGAD, the Security Officer (especially in terms of the access to the platform), and the Capabilities Branch Head are in charge of content, access, and appearance. The web solution is a particularly useful communication tool as its openness allows for a reach out to a wide variety of current and potential stakeholders. Based on a continuous internal analysis on the utility, functionality, and accessibility of both the webpage and the platform, software attributes are continuously improved and upgraded so as to meet the requirements of the growing CMDR COE activities and hence – Col.

(4) Education & Training Opportunities Catalogue (ETOC) and Courseware Management.

A major element of this Plan which includes the input and maintenance of all CCDs into ETOC and ensures that the most recent version of courseware is reflected in ETOC and the official CMDR COE website, where registration is taking place. It ensures that courseware remains relevant and updated as changes/modifications are implemented.

(5) Social Media :(Facebook, Linkedin, etc).

Social media could support the advancement of communication plan by directing potential participants to the course information on CMDR COE website or by creating followers with regular update of general information on social media.

(6) Internship Programme

Inclusive, transformative, and capable crisis management and disaster response requires the active participation of young people, and the CMDR COE seeks to support the smooth transition – hand-over / take-over between generations. Young people are also highly active on social media and within academic groups, which is a factor the CMDR COE should capitalise on. The Internship Programme allows young people to practically acquaint with the work of the Centre while contributing to its projects and activities. The goals of the CMDR COE Internship Programme are:

(a). To provide interns with an opportunity to learn from the CMDR COE community and get acquainted with the work of the Centre;

(b). To benefit from the insights and invaluable knowledge young people have and can apply in their practical work assigned as part of specific projects and tasks in the framework of the internship;

(c). To increase the understanding on the nature of NATO COEs and on their functional and operational mechanisms.

(7) Word of mouth (WoM):

A large percentage of social media users fully agree with the idea that positive eWOM (electronic WoM), good reviews within social media positively affects their attitudes towards a product / activity. Therefore, receiving general positive remarks and feedback through social media for CMDR COE's events could potentially, and has done so already, increase attraction, hence popular interest.

4.2   Internal stakeholders

a.   The CMDR COE identifies internal stakeholders as the parties, individuals or groups that participate in the Centre's management. They can affect and be directly affected by the success or failure of the Centre. Internal stakeholders are involved in providing the CMDR COE's products and in ensuring the smooth conduct of all relevant activities. They are particularly influenced by the Centre's decisions, performance, success, and other activities. Therefore, they greatly affect the daily work of the CMDR COE. Internal stakeholders have been recognized as following:

(1). Steering Committee;

(2). Director;

(3). Deputy Director;

(4). Quality Manager;

(5). QMT;

(6). E&T Branch Head;

(7). Head of Sections of E&TB;

(8). Transformation Branch Head;

(9). Head of Sections of TB;

(10). Capabilities Branch Head;

(11). Head of Sections of CB;

(12). Support Branch Head;

(13). Head of Sections of SB;

(14). Financial Controller;

(15). LEGAD;

(16). Security Officer;

(17). Public Affairs & Protocol Officer;

(18). Staff Assistant;

(19). BUDFIN Section Head;

(20). Registry Section Head;

(21). Course Directors;

(22). OPRs;

(23). CMDR COE trainees (during courses);

(24). CMDR COE lecturers / speakers / moderators / facilitators/ trainers (during courses);

(25). Rest of CMDR COE staff.

    b.   Means of Communication with Internal Stakeholders:

The Plan for internal Communication contains official meetings, e-mails, verbal communication, and smart phone application:

Communication means	Frequency	Lead	Participants	Remarks
Director's Weekly meeting- Command Group Meeting	Weekly	Director(Dir)	Deputy Director (DDir), QA Manager, Branch heads - E&T Transformation , Capabilities and Support, DIR S, LEGAD B&F, Security Officer	This is a two-way communication meeting. COM gives guidelines, informs, and advises the participating staff officers on CMDR COE past and future activities, achievements, goals, customers' feedback, strategy, and

				policy
IKM Working Group Meetings	Semi Annually/ Or when needed	IKM Senior Official	IKM WG members	The CMDR COE IKM WG, is overviewing the current IKM Plan and discuss any other issues under the Information Knowledge perspective.
LL Working Group Meetings	Semi Annually/ Or when needed	LL chairman	LL WG members	To review observations delivered by the CMDR COE personnel and to process them IAW the LL procedures.
Event Coordination Meetings	Prior to events	OPR	All involved personnel	Coordination/de-confliction for the organization and conduct of events.
E&T training event meeting	Daily	Dir E&T	Dir, DDir, QA Manager, Branch heads- E&T Transformation , Capabilities and Support, DUTY OFFICER	Daily meeting addressing training activities.
Education &Training (E&T) After training hot wash-up	Daily at the end of the training	Dir E&T	OPR, Course Director, Instructors	Quick feedback analysis. Refinement of the training schedule.
E&T After training full de-briefing	After the conclusion of a training	Dir E&T	OPR, Course Director, Instructors, TS/IT Section, S/Manpower Section.	Analysis of oral comments and written feedbacks forms from trainers and Course participants/Course Participants. Report on performance and success rate of the trainees. During the meeting the CD/OPR collects most of the

				elements for drafting the Post Course Review/After Action Report.
QMT meeting	Once per month	COM	Quality Management Team (QA Manager, Branch chiefs of E&T Transformation ,Capabilities and Support)	The QA Board meets once per month to evaluate the progress of Quality Assurance Policy.
QA Board	Annually – in January.	Dir	Dir, Quality Management Team or The Command Croup	The QA Board meets once per year to evaluate the Quality Assurance Policy, and associated core processes. Additionally, the Board will approve the Annual QA Report.
CMDR COE Steering Committee Board (SCB)	Annually	BGR DCHOD	Dir of CMDR COE, National Representatives from the MOD's of Framework Nation and Sponsoring Nations	The SCB is a body responsible for providing advice on all CMDR COE activities and approved the proposed CMDR COE Programme of Work, as well as the Budget Estimates for the next year.

5. Policy for the use of social media.

In particular, Facebook, Linkedin and Twitter, are a horizontal group of information on issues related to Crisis Management and Disaster Response, to which everyone in any country in the world can participate and contribute. The respective page / tweets should host information and will cover a wide range of community-related topics. More specifically, on these sites there should not only be announcements for the course's forums and conferences, but prior issues that have been

of concern to the CMDR CoI, references for issues that have been developed in conferences forums, information on articles related to Crisis management and Disaster Response. The above profiles in social media will be in line with Bi-SC DIR 80-1 Policy (Founding Documents for the NATO COEs) which state that the CMDR COE's profile should not reflect NATO policies or positions nor represent NATO in any way, but only the COE or the author(s), depending on the circumstances. All the information should have as a source the CMDR COE and should provide clear contact details / points of contact within the Centre on specific matters.

6. Evaluation of the effectiveness of the Communication Plan

Evaluation is an essential part of the CMDR COE's Communication Plan because it is connected with the documentation of the quality and effectiveness of the selected communication actions, as well as with the external factors influencing the implementation of the above actions. Consequently, the COE's evaluation criteria in the planning of communication actions should be Specific, Measurable, Attainable, Realistic, Timely (SMART). Measuring a COE's communication action mainly means identifying weaknesses in the process of designing and implementing it, as well as to identify other factors involved in the transmission of the communication message. The CMDR COE shall apply two evaluation methods:

a. Quantitative assessment in order to quantify the actions, by using key performance indicators for measuring objective elements, such as number programs/events/courses that are conducted by CMDR COE, number of conferences that are conducted by CMDR COE, number of COE's printed products, number of Request for Support, number of participants, number of visitors on the website etc.

b. Quality assessment using indicators such as the integrity of CMDR COE's technical/electronical equipment, the quality of the information provided, etc. Qualitative assessment focuses on quality parameters of communication, analysing in depth the level of understanding of its communicative messages, the positive and negative impressions of the stakeholders/target audience, the stakeholders' proposals / suggestions, the expectations of the CoI, etc.

Achieving communication goals and implementing visibility is strategically important task for CMDR COE which needs to be carefully prepared and monitored by COE's leadership in all stages of the communication Plan.