



Annex NN Quality assurance

Table of content:

Chapter 1 – GENERAL	2
Chapter 2 – QUALITY ASSURANCE POLICY	3
2.1 DIRECTION FOR SWEDINTS QUALITY ASSURANCE.....	3
2.2 QUALITY STANDARDS	3
2.2.1 SWEDINTs VHL 2003 part A (ISO 9001:2000)	3
2.2.2 NATO Minimum Criteria for Quality Assurance	3
2.2.3 European standard.....	3
Chapter 3 – QUALITY ASSURANCE STRATEGY	4
3.1 SWEDINTS OPERATIONAL MANAGEMENT SYSTEM.....	4
3.2 QUALITY ASSURANCE	5
3.2.1 Division of responsibilities in SWEDINTs quality assurance	5
3.2.2 SWEDINT 's internal review programme	5
Chapter 4 – MANAGEMENT REVIEW	8
4.1 GENERAL	8
Chapter 5 – COURSE REVIEW BOARD	9
5.1 GENERAL	9
5.2 WORKING STEPS	9
Chapter 6 – LESSONS LEARNED	10
6.1 GENERAL	10
6.2 WORKING STEPS WITH THE LESSONS LEARNED	10
6.3 SUMMARY OF THE PROCESS	11
6.4 COURSE EXPERIENCES	11
Chapter 7 – EXTERNAL REVIEW OF SWEDINT.....	12
7.1 REVIEWS BY THE LIFE GUARDS (LG).....	12
7.2 THE NATIONAL DEFENCE COLLEGE REVIEW	12
Chapter 8 –SWEDINT SELF-APPRAISAL	13
8.1 GENERAL	13
8.2 ARMED FORCES OPERATIONAL INDICATOR (VIND).....	13
8.3 SWEDINTS SYSTEMATIC WORK ENVIRONMENT MANAGEMENT	14
Chapter 9 – COURSE STUDENTS PARTICIPATION.....	15
9.1 GENERAL	15
9.2 FOLLOW UP SURVEY.....	15



Annex NN Quality assurance

Chapter 1 – GENERAL

The Commandant SWEDINT, Heads of Department and employees are responsible for planning and executing operations so that the requirements of SWEDINTs mission and tasks are fulfilled. In addition, activities should be carried out pursuant to applicable law, with good resource management, in a safe work environment and with minimal environmental impact. Support for this is essentially provided by the SWEDINT operational management system, consisting of governing documents within various areas.

Regular checks and tests are carried out in order to follow up how well the requirements of the operations are fulfilled. The results of these checks and tests are reported to SWEDINTs management at the Management Review. Any need for measures to reduce shortcomings and risks reported during the Management Review¹ are established and designated within SWEDINTs normal task tracking system².

SWEDINTs Quality Assurance Policy³ is adapted from that of the Swedish Armed Forces. The policy also incorporates other relevant standards in order to meet certification requirements from bodies other than the Armed Forces.

The Quality Assurance Policy consists of a general section and a Quality Assurance Strategy which describes in more detail how the policy is applied in operational settings.

SWEDINTs Quality Assurance Policy will be posted on SWEDINTs website. A summary of SWEDINTs approach to quality within the operations will be included in the SWEDINT course catalogue.

All staff and personnel are obliged to read, understand and act according to the SWEDINTO and the SWEDINTI.

¹ See Chapter 4.

² Lessons Learned database and the listed issues in the protocol of the SWEDINT weekly meeting.

³ The terms Quality Assurance Policy and Strategy is collected from QA Minimum Criteria, NATO Bi-Sc 75-7 Education & Training Directive (March 2013).



Annex NN Quality assurance

Chapter 2 – QUALITY ASSURANCE POLICY**2.1 DIRECTION FOR SWEDINTs QUALITY ASSURANCE**

The quality assurance within SWEDINT is aimed at creating a smoothly functioning, well documented and established operational management system⁴ that develops continuously. This, in turn, will ensure that SWEDINT operations always meet with internationally accepted quality standards.

It also means that SWEDINTs customers, i.e. course participants, clients and other stakeholders can rest assured that SWEDINT products and services are delivered according to the expected quality.

Work with SWEDINTs operational management system shall meet the requirements for full accreditation according to NATO standards for the accreditation of educational institutions⁵. These requirements will also, indirectly, lead to certification in terms of UN training standards.

2.2 QUALITY STANDARDS**2.2.1 SWEDINTs VHL 2003 part A (ISO 9001:2000)**

SWEDINTs operational management system is based primarily on the Armed Forces' requirement standard "Armed Forces VHL 2003 part A" which in turn is based on SS-EN ISO 9001:2000.

2.2.2 NATO Minimum Criteria for Quality Assurance

NATO Education & Training Directive BI-SC 75-7 (March 2013) sets out a number of minimum criteria's for the quality assurance of training activities. These requirements also form the basis for this policy and for SWEDINTs operational management system.

2.2.3 European standard

In a report from 2009⁶, the European Association for Quality Assurance in Higher Education (ENQA) has compiled a number of quality criteria for higher education. These criteria are almost identical to those stated by NATO, which is why this standard also forms a basis for SWEDINTs operational management system.

⁴ The operational management system contains of processes, guiding documents, routines and influences which generates required results to the right cost and the right use of resources.

⁵ Bi-SC 75-7

⁶ ISBN 952-5539-05-9. The report can be downloaded at www.enqa.eu/pubs.lasso.



Annex NN Quality assurance

Chapter 3 – QUALITY ASSURANCE STRATEGY

3.1 SWEDINTS OPERATIONAL MANAGEMENT SYSTEM

The Operational Management System is regulated through instructions and guides in the SWEDINT Order (SWEDINTO) and SWEDINT Instruction (SWEDINTI).

The system is made up of the structure, content and processes described in these two governing documents as well as all the planning, execution and follow-up that occurs within SWEDINT.

SWEDINTs management process and main process are described as a SIPOC diagram in annexes UU and PP to the SWEDINT Instruction.

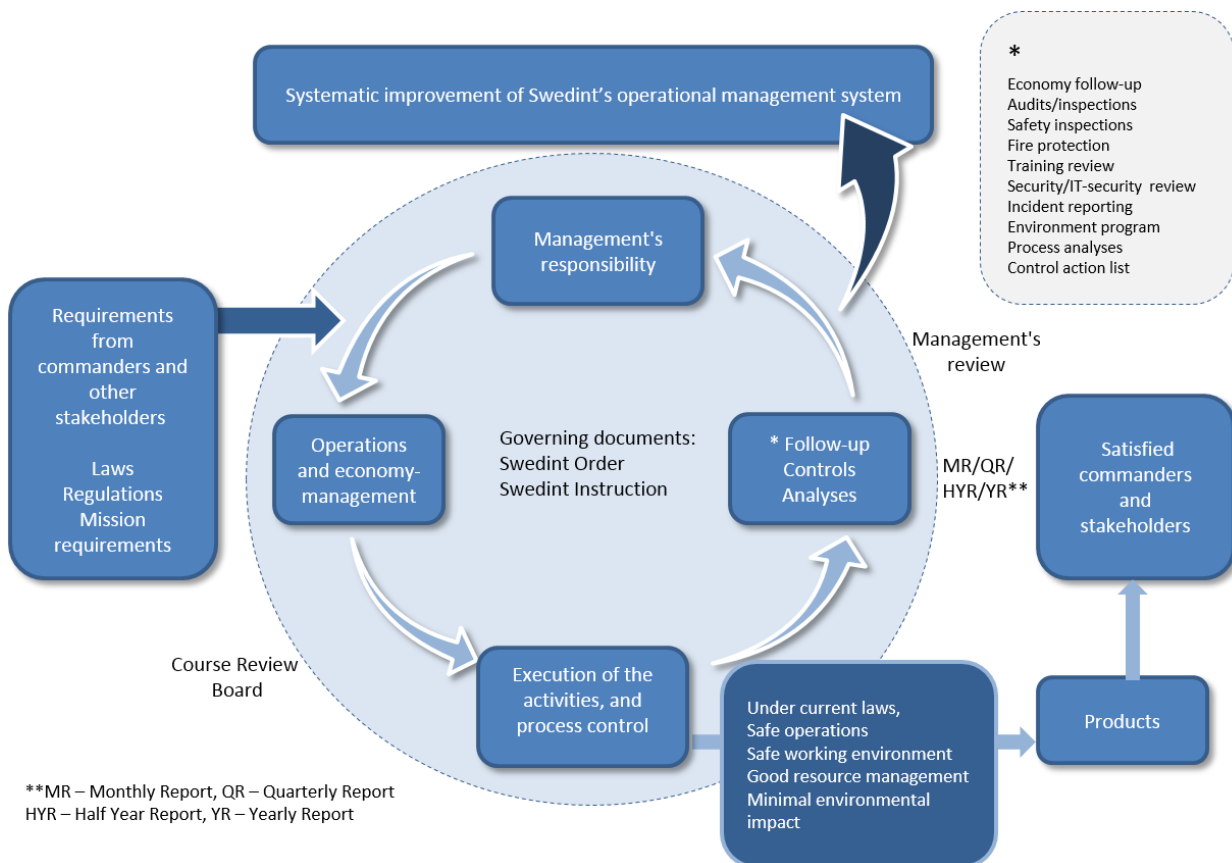


Figure 1: SWEDINTs operational management system



Annex NN Quality assurance

3.2 QUALITY ASSURANCE

3.2.1 Division of responsibilities in SWEDINTs quality assurance

Quality assurance within SWEDINT is led by the Dean. The Dean is also responsible for ensuring that SWEDINTs operational management system meets established standards as outlined above and develops over time.

Other responsibilities and tasks within SWEDINTs operational management system are described in the main body to the SWEDINT Instruction, paragraph 3.

3.2.2 SWEDINT internal review programme

The programme generates a basis for the semi-annual management review by systematically examining the delivery and process performance within SWEDINTs main-, sub- and support processes. The programme is overseen by the Dean and is composed of calendar and process bound checks, analysis and evaluations.

The result of these checks, analyses and evaluations is reported to the management of SWEDINT at the Management Review.

Not all of SWEDINTs processes are included in the internal check review, primarily for practical reasons – the programme must not become unwieldy and thereby counteract its own aims.

Check points refer to the main process of conducting multinational training courses in Sweden and abroad. Responsible person: Head of the Academics Department supported by the head of Nordic Centre for Gender in Military Operations (NCGM).

- Course start-up meeting
- Course invitation
- Course order
- Course Director letter
- Pre-course coordination meetings
- Examination of participants
- Hot Wash Up, After Action Report
- Follow-up Survey
- Course Review Board (CRB)

Check points refer to the sub process NORDEF Working Group PSO E/T⁷.

Responsible person: Head of the Academics Department.

- Working group meeting 1-4 – Planned and prepared
- Meeting notes prepared and allocated

Check points refer to the competence development sub-process.

Responsible person: Dean.

- Inventory of competence requirements

⁷ Nordic Defence Cooperation Working Group Peace Support Operations Education/Training.



Annex NN Quality assurance

- Plan for competence development

Check points refer to the NCGM⁸ sub-process.

Responsible person: Head of NCGM.

- Current Training Requirements Analysis (TRA)
- Current Training Need Analysis (TNA) for courses included in Gender Educations and Training programme
- Current national concept

Check points refer to the development sub-process.

Responsible person: Head of the PSO Department.

- The current fact-finding trip
- Operational intelligence including network activities⁹
- Department Head, Peace Support Operations (FINCENT)
- Concept development (Internal and other stakeholders)

Check points refer to the management process.

Responsible person: Head of Plans Department.

- Planning meeting 1
- Planning meeting 2
- Planning meeting 3
- Planning meeting 4
- Production dialogue 1 with Armed Forces HQ (PD 1)
- Production dialogue 2 with Armed Forces HQ (PD 2)
- Each monthly report

Check points refer to the staffing sub-process.

Responsible person: Head of Plans Department.

- Inventory of requirements for national instructor support
- Armed Forces Instructor requirement conferences

Check points refer to the instructor support to other centres sub-process. Responsible person: Head of Plans Department.

- Recruitment
- Workforce planning
- Competence development

Check points refer to the attraction and profile support process.

Responsible person: Head of Plans Department.

- The activities in the event plan

⁸ Nordic Centre for Gender in Military Operations.

⁹ See Annex VV



Annex NN Quality assurance

Check points refer to the course participant management and logistics support processes.
Responsible person: Head of Administration and Support Department.

- Course start-up meeting
- Hot Wash Up



Annex NN Quality assurance

Chapter 4 – Management Review

4.1 GENERAL

The Commandant SWEDINT conducts the Management Review annually during the second quarter. The Dean is responsible for the planning, execution and evaluation of the Management Review. The review involves a formal review of the management system with the aim of identifying the need for changes and improvements. The results of the Management Review shall include decisions on measures concerning improvements to the effect of the operational management system and improvements to products and services as well as the need for resources. Observations generated in the internal review programme form the basis for the review.

The following headings are included in the Management Review:

- Results from audits and inspections and previous management reviews.
Responsible person: the Dean.
- Results of previous remedial, corrective or preventive measures.
Responsible person: the Dean.
- Internal review programme: Here the respective responsible head of department sets out the outcomes of checks according the internal review programme. Has a start-up meeting been held for all courses? Has the meeting report been filed? Has the HWU been carried out etc.
- Stake Holder, Customer and Command reactions¹⁰.
Responsible person: Head of PSO Department.
- Influences and changes in circumstances that may affect the operations and operational management system¹¹.
Responsible person: Head of PSO Department.
- Systematic work environment management.
Responsible person: Head of Plans Department.
- Resource requirements.
Responsible person: Head of Academics Department.

The Head of the Plans Department is responsible for the documentation of the Commandant SWEDINT directives in the minutes and for ensuring that decisions are taken at the SWEDINT weekly management meeting and then presented as tasks to the Departments.

¹⁰ Reactions by the Headquarters, NATO, Department Head (FINCENT for PSO), ACT, NORDEFECO and others.

¹¹ Armed Forces HQ directives that may affects e.g. competence or finance, new educational standards or requirements by UN/NATO etc.



Annex NN Quality assurance

Chapter 5 – COURSE REVIEW BOARD

5.1 GENERAL

The Commandant SWEDINT carries out the Course Review Board (CRB) annually during the fourth quarter. The CRB shall be coordinated with the planning meetings in the management process in order to decide on course changes in advance of the planning dialogues and the publication of the course catalogue.

The Head of the Academics Department is responsible for the CRB and coordinates the contributions from other Departments. All courses and activities in regards to SWEDINT's operational mission shall be presented by the responsible department.

The Head of the Plans Department is responsible for the documentation of the Commandant SWEDINT directions and for ensuring that decisions are taken at the SWEDINT weekly management meeting and presented as missions to the Department responsible for a particular course.

5.2 WORKING STEPS

The CRB is executed as a series of presentations to the Commandant SWEDINT by the respective course leader. The following points shall be presented:

- Feedback from Requirement Authority, Department Heads and other stakeholders. To be compared with the corresponding heading in the Management Review for which the Head of the PSO Department is responsible.
- Course documentation: Fulfilment of requirements according to set standards¹² and documentation of suggestions for improvement.
- Course outcomes: Achievement of the training objectives and evaluation results.
- Course Team performance as reviewed in Course participant evaluation.
- Course demand: The number of applications with respect to the available course seats.
- Course relevance: Is the course relevant with respect to relevance and demand?
- Suggestions for decision by the Head of Department responsible for the course: Continued development or removal of the course.

The Plans Department is responsible for the documentation of SWEDINT Commandant's intent and subsequent direction and for ensuring that decisions are taken at the SWEDINT weekly management meeting.

¹² See Annex BB Training activities for details reference the course documentation.



Annex NN Quality assurance

Chapter 6 – LESSONS LEARNED

6.1 GENERAL

One of the most important tools in SWEDINTs quality assurance and development work is the exploitation of experiences and lessons learned. This concerns experiences from current and previous course participants and staff conducting the courses, in connection with courses and training sessions and, later, through follow up surveys¹³.

6.2 WORKING STEPS WITH THE LESSONS LEARNED

The process aims to deliver analysed and well-developed suggestions for changes to the education and training activities and to SWEDINTs operational management system. This is carried out by observations being fed into the Lessons Learned database (Mimersbrunnen) and processed as described below.

Observations should be of such a nature that they have a broad significance for SWEDINTs operations and are not just an isolated case applying to a course or an activity. One example might be that someone notes that a specific course is lacking course participants from a particular region of the world. This is an observation which may have significance for all courses since the course invitation is distributed in much the same way to all courses. Has anything changed in the relevant region? Have deliveries of invitations to the countries in that region failed in any way? Is there some other explanation?

Another example may be that an evaluation response from course participants requires a specific measure because it may affect a wider area than just the current course¹⁴.

Thus, an observation is fed into the Lessons Learned database (Mimersbrunnen) by any involved person within SWEDINT and the Dean is informed by the Course Director, not later than the HWU.

The Dean, together with the Course Director, considers whether this is an Identified Lesson, i.e. a case that needs to be investigated further. If the answer to this question is "Yes", the Dean will present the observation at the SWEDINT weekly management meeting and will define the responsibility for continued preparation. The Dean updates the observation in the Lessons Learned database (Mimersbrunnen) by filling in the "Lesson" tab.

When the case is investigated, the Dean presents a proposal for a decision to the Commandant SWEDINT and the decision will, potentially, be made at the SWEDINT weekly meeting.

¹³ Follow Up Survey, paragraph 9.2.

¹⁴ The course Workspace on the SWEDINT training network



Annex NN Quality assurance

The Dean closes the case in the Lessons Learned database (Mimersbrunnen) by entering information in the tab "Lesson Learned" and by categorising the case as "Completed".

6.3 SUMMARY OF THE PROCESS

- The recipient of the process results: Can be any of the SWEDINT processes, depending on what the observation applies to.
- The process result: Analyses and suggestions for improvement.
- Activities in the process: A questionnaire is sent to previous course participants. Observations, analysis of evaluations and questionnaires, entries in the Lessons Learned database (Mimersbrunnen), classification of cases, analysis, decision, implementation and closure of the case.
- Input values: Observations and evaluation results.
- Sender of the input values: Current and previous course participants, instructors, syndicate Directors, Course Directors and guest speakers.

6.4 COURSE EXPERIENCES

Where the experiences gained from a course concerns only that course and has no connections to other courses, this is known as "course experiences" and is prepared by the Course Director.

The Course Director is responsible for presenting the course experiences and observations at the HWU and for including them in the AAR.

At the next start-up meeting, the Course Director presents the result of the preparation of the course experiences from the previous course.

The Course Director presents the managing and documentation of the course experiences during the Course Review Board.



Annex NN Quality assurance

Chapter 7 – EXTERNAL REVIEW OF SWEDINT

7.1 REVIEWS BY THE LIFE GUARDS (LG)

The SWEDINT operational management system is audited by the LG Quality Director (LG/G0) according to the LG annual audit plan in the Mission Order, Annex NN. This audit is not by default performed every year. The audits are intended to determine whether the LG sub units' operational management systems are adequate and effective. This is done by analysing whether the requirements of the LG operational management model are met, i.e. if the operation;

- meets the requirements of the mission and tasks,
- is performed in accordance with applicable laws,
- is implemented with good resource management,
- is carried out in a safe working environment and
- is implemented with minimal environmental impact.

The audit model is described in the LG Instructions in Appendix NN-1. The results of audits and inspections of SWEDINT are archived in the folder:

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7.2 THE NATIONAL DEFENCE COLLEGE REVIEW

In 2014, SWEDINT intends to expand the cooperation with the National Defence College by entering into an agreement whereby quality assurance- and educational experts from the National Defence College will review SWEDINTs course documentation and examination methods.



Annex NN Quality assurance

Chapter 8 –SWEDINT SELF-APPRAISAL

8.1 GENERAL

The self-appraisal includes the Armed Forces “VIND” operational indicator, together with SWEDINTs systematic work environment management and workplace meetings. The aim of the self-appraisal is to investigate whether there are irregularities or quality shortcomings in the physical and psychosocial work environment as well as being another way to examine whether SWEDINTs operational management system delivers the intended quality, primarily from the perspective of leadership.

8.2 ARMED FORCES OPERATIONAL INDICATOR (VIND)

The main aim with all types of employee surveys is to clarify the possible gap between the organisation's vision, goals and values and how it actually works in practice. The difference or lack of conformity between the ideal image and reality can then serve as a driving force for development and change.

The aim of the Armed Forces VIND is twofold, with one part being that employees should get an opportunity to influence change within the Armed Forces and the other part being to be able to develop their own activities within the workplace by reflecting on their own situation and performance, for example in the unit (SWEDINT) or working group (Department).

SWEDINT is evaluated by the employees in accordance with the criteria's; commitment, competence, health and safety, employee interaction, performance and delivery, development, change and learning.

Another part of the aim is to provide information for the Armed Forces management in order to create a picture of the situation within the Armed Forces as an organisation and to see what could be improved. Cooperation, the work environment, health and safety and sense of employee responsibility are some examples of areas on which the questions are focused.

The Armed Forces VIND is a tool for organisational management, leadership development and operational development.

The Armed Forces VIND takes the Armed Forces strategic documents as a starting point and measures how we are actually working. Armed Forces VIND is carried out in autumn each year, digitally through Emilia (the Armed Forces Intranet portal).



Annex NN Quality assurance

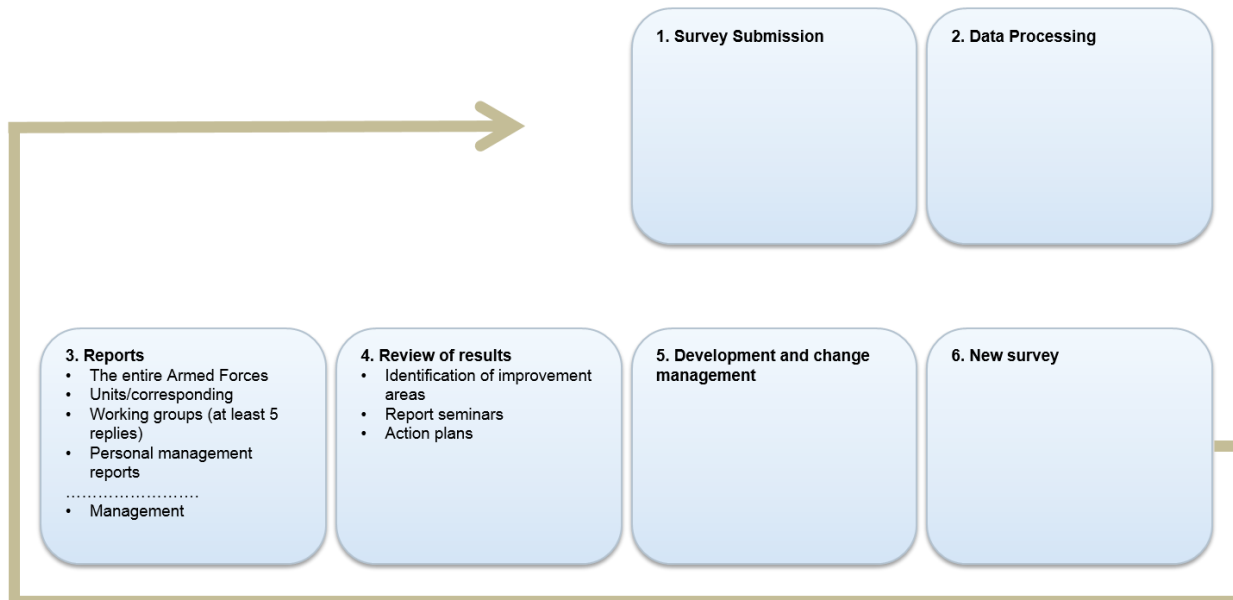


Figure 2: The Armed Forces (FM) VIND annual implementation

The results of the Armed Forces VIND analysis are reported and discussed by Commandant SWEDINT in the SWEDINT Command Group and in a plenary meeting with all staff in conjunction with the annual SWEDINT planning workshop.

The dates for Command groups and the annual planning workshop are added on an annual basis into the SWEDINT operational overview as part of the SWEDINT planning process (Planning meeting 1-4 for preparation of FY+1).

Conclusions and suggestions for improvements are subsequently incorporated into the SWEDINT case management system by the Commandant SWEDINT.

8.3 SWEDINTS SYSTEMATIC WORK ENVIRONMENT MANAGEMENT

The SWEDINT Instruction, Annex TT defines the planning, implementation and monitoring of both the work environment management and workplace meetings.

SWEDINTs workplace meetings are carried out according to the agreement for development and cooperation between the Armed Forces and various Unions. The aim is to create the opportunity for members of staff to discuss how the work is done and to talk about job satisfaction in the workplace. Other issues can be discussed, but the focus will be on the question "How do we perform our tasks?"

This issue in turn generates questions about resource utilisation, efficiency, health risks etc. The Workplace meeting intends to give all employees a chance to express their views on how the work is carried out.



Annex NN Quality assurance

The Workplace meetings can result in important suggestions for improvements. These are recorded in the minutes and are then taken up by the regular operational management via SWEDINTs management (SWEDINT weekly management meeting).

Cross-workplace meetings are held on a regular basis, meaning that personnel are incorporated into new workplace meeting groups. The aim is to create a new dynamic in the debate and to widen the understanding of working conditions etc. over departmental boundaries.

Workplace meetings and cross-workplace meetings are scheduled into the SWEDINT operational planning as part of the annual planning process (Planning meetings 1-4 for FY+1).

The secretary at each meeting is responsible for ensuring that the minutes are archived in the folder: I:\Central\LG\5 SWEDINT\2 Intern\16 Personaltjänst_Plans\01 APT.

The secretary shall also ensure that the minutes are sent digitally to the Commandant SWEDINT and the Life Guards' Chief of Staff.

Chapter 9 – COURSE STUDENTS PARTICIPATION

9.1 GENERAL

SWEDINTs courses are run for a maximum of three weeks only. This means that course participants are unable to partake in the shaping of their own education as is done in programme-bound education.

Instead, SWEDINT applies a model which takes account of participants' comments throughout the course. When the course is completed, the course participants' and instructors' evaluations are compiled by the Course Director. These are then the basis for the Hot Wash Up conducted about a week after the end of the course. The evaluation results provide the basis for the further development of the course prior to the next iteration of this course.

See also section 6, Lessons Learned, above and in Appendix BB-1, the course development plan where the entire course development process is described.

9.2 FOLLOW UP SURVEY

No later than six months following the completion of a course, the Course Director will send a survey, at the least, to the previous course participants who are active in a multinational HQ.

The aim of the survey is to further deepen the course evaluation by utilising the new perspective that the participant may have received through his/her involvement in on-going operations.

The follow-up surveys are described in Annex BB and in appendix BB-1.