POLICY
on quality assurance in education and training
of National Army Academy
named after Hetman Petro Sahaidachny

Lviv – 2025

POLICY ON QUALITY ASSURANCE IN EDUCATION AND TRAINING OF THE NATIONAL ARMY ACADEMY

REFERENCES:

A. Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), 2015.

B. Law of Ukraine "On Education", as amended in 2025, No. 2145-VIII dated 05.09.2017.

C. Law of Ukraine "On Higher Education" (Official Bulletin of the Verkhovna Rada (OBVR), 2014, No. 37–38, Art. 2004).

D. NATO Strategic Command Joint Directive "Education and Individual Training (E&ITD) 075-007", 2025.

E. Regulations on the Organization of the Educational Process at the National Army Academy named after Hetman Petro Sahaidachnyi, enacted by Order of the Head of the National Army Academy dated 31.12.2024 No. 1415-OD.

F. Regulations on the Internal Quality Assurance System of Educational Activities and Higher Education at the National Army Academy named after Hetman Petro Sahaidachnyi, enacted by Order of the Head of the National Army Academy dated 03.02.2025 No. 116.

G. Regulations on the Scientific and Methodological Department for Quality Assurance in Educational Activities and Higher Education at the National Army Academy named after Hetman Petro Sahaidachnyi, enacted by Order of the Head of the National Army Academy dated 30.07.2024 No. 710-OD.

H. Regulations on the Professional Development and Internship of Teaching and Academic Staff at the National Army Academy named after Hetman Petro Sahaidachnyi, enacted by Order of the Head of the National Army Academy No. 710-OD dated 30.07.2024.

I. Regulations on the Appeal of Control Measures Results and Their Retaking at the National Army Academy named after Hetman Petro Sahaidachnyi, enacted by Order of the Head of the National Army Academy No. 31-OD dated 12.01.2025.

CONTENTS

1. PURPOSE

The purpose of the Quality Assurance Policy for Education and Training of Hetman Petro Sahaidachnyi National Army Academy (hereinafter referred to as the Academy) is to ensure and continuously improve the quality of educational activities and higher education. As a leading institution of military education, the Academy seeks to train specialists capable of professional fulfilment in accordance with modern requirements and employer expectations, integrate with NATO educational standards, develop practical skills in military systems management, combine education with scientific research, enhance academic culture and the Academy's reputation, and ensure compliance with national and international standards of education quality.

2. BACKGROUND

The primary mission of the Academy is to shape the military elite of Ukraine—capable of decisive action to defend Ukrainian statehood—and to prepare highly qualified officers and non-commissioned officers, researchers, and educators. The Academy supports the Armed Forces of Ukraine and other Defence Forces components in preparing for Ukraine's accession to NATO, and contributes to the implementation of decisions by the country's military and political leadership in responding to national security and defence challenges and threats.

Mission of the Academy

Hetman Petro Sahaidachnyi National Army Academy is a higher military educational institution that trains the officers of the future. Through synchronisation of military education with the realities of the battlefield, innovative solutions, and modern military doctrines, the Academy trains a new generation of leaders—not merely highly skilled military professionals, but individuals who are physically and intellectually developed, capable of critical thinking, and resilient to psychological and information influence. These are commanders with civic awareness and patriotic values, who can make important decisions, act effectively under complex conditions, contribute to societal transformation, and shape the future of the nation.

The Academy develops an officer corps that forms the core of Ukraine's elite and intelligentsia both on the battlefield and in civilian life, capable of thinking both tactically and strategically, ensuring stability, security, and the country's development in the face of modern challenges and future transformations.

Vision of the Academy

By 2030, the Hetman Petro Sahaidachnyi National Army Academy will have become the leading military university of Ukraine, internationally recognised as a key centre of military education, innovation, and elite development. The Academy will attract

the most talented Ukrainian youth, creating an environment where future military, political, civic, and business leaders are shaped.

The Academy will serve as a benchmark among higher military education institutions in Ukraine, recognised by peer institutions within NATO member states, and a role model in specific fields of activity and innovative projects. It will be the central platform for the advanced training of officer personnel for Ukraine's Defence Forces, aligned with modern military standards and future challenges.

Additionally, the Academy will act as Ukraine's leading centre for innovation, scientific research, and development of approaches and technologies that directly impact national defence capability.

The Academy's policy is implemented within Ukraine's higher education system through adherence to documents related to the quality assurance of educational activities and higher education (Appendix 1), and is based on the principles of internal quality assurance.

3. SCOPE OF APPLICATION

This Policy applies to all participants in the educational process. It is mandatory for all individuals involved in the implementation of educational programmes and the functioning of the Academy as a higher education institution.

4. POLICY STATEMENT

The Academy recognises the quality of educational activities and higher education as one of its strategic development priorities.

The Academy is committed to:

Ensuring a high standard of education in accordance with the legislation of Ukraine, higher education standards, and the standards and procedures adopted by NATO member states, through the implementation of mechanisms for continuous improvement of the educational process;

Guaranteeing academic integrity among all participants in the educational process through the operation of an effective system for preventing and detecting academic plagiarism;

Integrating combat experience and the experience of training and joint employment of defence forces into the content of educational programmes, in line with the current needs of the Armed Forces of Ukraine and NATO member states' practices;

Ensuring openness, transparency, and systematisation in the development, implementation, monitoring, and review of educational programmes, with the involvement of stakeholders such as employers, graduates, and programme initiators;

Supporting the professional development of staff, enhancing the qualifications of academic and teaching personnel, and promoting scientific activity and pedagogical excellence;

Ensuring the effective operation of an internal quality assurance system by clearly delineating responsibilities among participants in the educational process, conducting regular monitoring, surveys, performance ratings, and analysis of results;

Promoting a culture of quality within the Academy by upholding the principles of academic freedom, gender equality, ethics in academic relations, and equal access to education.

This policy serves as the foundation for the Academy's operations and is subject to regular review and refinement in response to changes in legislation, higher education standards, the external environment, and stakeholder needs.

5. PRINCIPLES OF EDUCATION AND TRAINING QUALITY ASSURANCE

The Academy's quality system is built on mechanisms of continuous improvement, which are essential for adapting to change and new challenges. The assurance of the quality of educational activities is based on the following principles:

The Academy's responsibility for the quality of educational services and their assurance;

Systematic, coherent, consistent, and logical integration of components of the educational process;

A balanced combination of rights, responsibilities, and accountability among participants in the educational process, fostering a strong institutional culture;

Fair competition, openness, transparency, and equality;

Academic freedom of all participants in the educational process;

Consideration of the needs and expectations of learners, stakeholders, and employers;

Support for the development of a culture of educational quality and academic integrity;

Objectivity and impartiality in the assessment of participants in the educational process;

Compliance with European and national standards for quality assurance in higher education, as well as relevant professional standards;

Integration into the international educational and research community;

Measurability of educational quality indicators.

6. EDUCATION AND TRAINING QUALITY MANAGEMENT SYSTEM

6.1. Organisation

To ensure a high level of education and training, the Academy has implemented a quality management system aimed at the continuous improvement of educational activities and training under conditions of change and new challenges (Appendix 2 – RACI).

The primary responsibility for quality assurance in education and training rests

with the Commandant of the Academy. All parties involved in the educational process—including academic staff, instructors, cadets, and students—contribute to its ongoing improvement.

The roles and responsibilities of all participants in the educational process are outlined in the "Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy."

The Academy's education and training quality management system includes the following key components (Appendix 3):

Inspection – conducted to identify and correct errors before they lead to problems. It includes:

Self-assessment;

Monitoring of teaching performance;

Inspection of the material and technical base;

Course correction during delivery.

Quality control – based on a systematic approach to identifying and resolving issues at each stage of the process. It includes:

Learner assessment;

Stakeholder feedback;

Training delivery monitoring;

Course correction after completion.

Quality assurance – focuses on extending responsibility for outcomes and includes:

Development of procedures (instructions) ("Regulations on the Internal Quality Assurance System");

Analysis of training effectiveness indicators;

Programme review;

Recruitment of teaching and permanent staff; Junior teachers development programme;

Information system;

Internal process evaluation.

Quality management – ensures:

Focus on the needs and expectations of stakeholders;

Inclusion of all institutional components;

Engagement of every individual;

Consideration of all aspects of quality;

Development of approaches to improve quality. It includes:

Quality management, annual review, and improvement;

Analysis of key training effectiveness indicators;

Engagement of internal and external stakeholders;

Professional development of permanent staff;

Public information and communication.

The Academy's education and training quality management system requires procedures for:

Quality assurance;

Quality control;

Quality assessment.

Key documents: "Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy."

6.2. Functions and Areas of Responsibility

The assurance of the quality of educational activities and higher education encompasses the following functions (Appendix 4):

Analytical and forecasting;

Planning;

Regulatory and advisory;

Monitoring and diagnostic.

The Academy has established an Education and Training Quality Management Team (hereinafter – the Management Team), composed of designated officials accountable to the Commandant and operating under the principles of quality assurance in education and training.

6.2.1. Composition of the Management Team

The Management Team includes:

The Commandant of the Academy, the Supervisory Board, the Academic Council, the First Deputy Commandant, Deputy Commandants for Academic Affairs, Research, Logistics, and Armaments, the Head of the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education, the Head of the Educational Department, the Head of the Scientific and Organisational Department, the Head of the Educational and Laboratory Support Department, Heads of Departments and Faculties, the Head of the International Cooperation Department, the Head of the Personnel and Administrative Department, the Commandant's Adviser on Gender Issues, the Head of the Information and Computing Centre, the designated Anti-Corruption Officer, customers for the training of military professionals, employers, educational programme guarantors, and learners (Appendix 5).

6.2.2. Tasks of the Management Team

Responsibility for quality assurance in education lies with the Management Team. Their authority is defined in the "Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy".

The overall responsibility for the functioning of the quality assurance system at the Academy is vested in the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education, which organises necessary processes, collects data, and prepares recommendations for decision-making at all levels of Academy governance.

The Management Team convenes to discuss specific topics related to educational quality at the direction of the Commandant (or Deputy Commandant for Academic Affairs) or at the suggestion of the Head of the Scientific and

Methodological Department for Quality Assurance of Educational Activities and Higher Education.

Key documents: "Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy", "Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy"

7. STRATEGY FOR IMPLEMENTING THE ACADEMY'S EDUCATION AND TRAINING QUALITY ASSURANCE POLICY

7.1. Policy Implementation

The Academy's policy on education and training quality assurance is implemented through:

Integration of quality objectives and principles into the educational process at all levels of governance;

Approval of quality assurance procedures governing the development, implementation, monitoring, and review of educational programmes;

Involvement of all structural units, teaching staff, learners, employers, and training customers;

Continuous improvement of the internal quality assurance system in response to changes in the regulatory framework and current challenges.

Key documents: "Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy", "Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy."

7.2. Monitoring and Control of Policy Implementation

Control is exercised through:

Monitoring the quality of educational programmes;

Monitoring compliance with academic integrity standards;

Inspection of the material and technical support for the educational process;

Rating-based evaluation of learners and academic staff;

Annual self-assessment of educational programmes;

Monitoring adherence to educational standards;

Evaluating the effectiveness of the integration of combat experience and NATO standards.

Key documents: "Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy", "Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy."

7.3. Periodic Review of the Policy

The policy is reviewed at least once a year, or in the event of significant changes in Ukrainian legislation, recommendations from the National Agency for Higher Education Quality Assurance (NAQA), NATO guidelines, or internal challenges at the Academy (e.g., survey results, inspections, etc.).

The outcomes of the review are formalised as proposals to the Academy's Academic Council regarding necessary amendments and are approved by order of the Commandant.

7.4. Feedback Collection, Analysis, and Summary Process

The Academy has established a stable process for data collection through:

Surveys of learners, academic staff, and employers;

Focus groups, interviews, and questionnaires;

Analysis of knowledge assessment results, accreditation outcomes, and feedback from the armed forces;

Preparation of analytical materials and reports by area.

Based on the collected data, proposals for the improvement of the educational process are developed.

Key documents: "Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy", "Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy."

7.5. **Elements of Continuous Improvement**

Quality management;

Quality assurance;

Quality control;

Inspection.

Key documents: "Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy"
"Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy"
"Regulations on the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy."

7.6. Goals, Objectives, and Key Performance Indicators (KPIs)

The Academy defines and systematically monitors key performance indicators to demonstrate progress in achieving educational outcomes:

Strategic Goal 1: The Academy Cadet as a Role Model of the Officer of the Future
KPIs:

1. % of graduates appointed to command positions in the Armed Forces of Ukraine within two years after graduation;
2. Number of officer graduates involved in operational and strategic levels of planning;
3. Level of employer (AFU) satisfaction with graduate training (based on surveys).

Strategic Goal 2: Strengthening the Academy's Position as an Attractive Workplace for Leading Ukrainian Professionals
KPIs:

1. Average competition per one academic/research staff position;
2. % of vacancies held by staff with academic degrees;
3. Staff satisfaction level with working conditions (based on internal surveys);
4. Staff turnover (indirect risk).

Strategic Goal 3: Development of the Alumni Community as a Tool to Strengthen the Academy's Influence on the Ukrainian Military and Society
KPIs:

1. Number of active alumni in the Academy's alumni community;
2. Number of projects/initiatives implemented with alumni participation;
3. Frequency of alumni engagement in the educational process (lectures, trainings, etc.).

Strategic Goal 4: Academy's Physical Space as an Example of Aesthetic, Functional, and Barrier-Free Military Higher Education Institution
KPIs:

1. Percentage of renovated/repaired premises in accordance with barrier-free design principles;
2. Evaluation of aesthetics and functionality among cadets and staff (based on survey results);
3. Number of created/modernized open spaces for study and recreation.

Strategic Goal 5: Flexible, Adaptive, and Relevant Educational Process
KPIs:

1. Percentage of academic programs updated in accordance with changes in military doctrine;
2. Number of external experts involved in course development;
3. Average time to adapt academic programs based on combat experience;
4. Number of new training technologies/simulations.

Strategic Goal 6: The Best Training Ground in Ukraine, the Largest Practical Training Base
KPIs:

1. Number of practical exercises conducted at the training ground per year;
2. Number of Armed Forces of Ukraine (AFU) units trained at the training base;
3. Level of training ground equipment (percentage of planned technical solutions implemented).

Strategic Goal 7: Brand of the Academy as the Most Recognizable and Understandable Military Educational Institution
KPIs:

1. Level of brand recognition of the Academy among applicants and military personnel (%);
2. Number of mentions of the Academy in national and international media;
3. Growth in followers and engagement on the Academy' official social media platforms.

Strategic Goal 8: Hetman Petro Sahaidachnyi National Army Academy as a Partner Institution
KPIs:

1. Number of signed cooperation agreements with domestic and international institutions;
2. Number of joint educational/scientific projects with partners;
3. Number of cadets involved in international exchange programs.

Key Documents: "Strategy for the Development of Hetman Petro Sahaidachnyi National Army Academy until 2030", "Implementation Plan for the Strategy for the Development of Hetman Petro Sahaidachnyi National Army Academy until 2030".

8. QUALITY ASSURANCE REVIEW CYCLE

The quality assurance review cycle at the Academy is based on the principle of continuous improvement in educational activities and relies on systematic, step-by-step monitoring of all components of the educational process.

The main stages of the quality assurance review cycle include:
Planning and defining quality standards
Establishing strategic goals, principles, and procedures for education quality;
Defining expected learning outcomes in accordance with higher education standards, international requirements, and employer needs.
Implementation of educational programmes
Conducting the educational process in line with approved programmes;
Ensuring academic integrity among all participants in the process;

Supporting the learning environment through adequate material, technical, informational, and organizational resources.

Monitoring and data collection

Annual evaluation of student learning outcomes;

Monitoring the status of educational programmes, academic integrity, and the material and technical base;

Gathering analytical data through surveys, testing, focus groups, and residual knowledge assessments;

Ongoing analysis of the quality of teaching and managerial performance.

Analysis and evaluation of results

Comparing actual results with established standards;

Identifying problem areas and analysing the effectiveness of applied methods;

Reviewing results at the level of departments, faculties, and academic-methodological councils.

Corrective actions and improvement

Amending educational programmes, curricula, and methodological materials;

Enhancing the qualifications of academic staff;

Improving infrastructure, information systems, and control procedures;

Developing and approving new internal regulations.

Transparency and public availability of results

Open access to monitoring results via the Academy's website and internal resources;

Informing stakeholders (students, teaching staff, employers, and training customers) about inspection results and decisions taken.

Frequency of reviews

Monitoring of educational programmes – annually;

Evaluation of teaching quality – annually;

Academic integrity checks – ongoing;

Analysis of the material and technical base – annually;

Student rating evaluations – annually.

Responsible entities for implementation

Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education;

Departments, faculties, academic and scientific-organizational divisions;

Other structural units in accordance with their functional responsibilities.

Key documents: Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy
Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy

9. SUPPORTING ELEMENTS AND RESOURCES FOR EDUCATION AND TRAINING QUALITY ASSURANCE

9.1. Educational Activity Planning Process

The planning process must be predictable, systematic, and directly aligned with meeting the requirements of key stakeholders. The Academy applies a systemic approach to educational planning, which comprises four stages: needs assessment (analysis and design), development, implementation, and performance monitoring.

The Academy adheres to the guiding principles of a systematic approach, adapted to specific circumstances and requirements.

Key documents: "Regulations on the Specifics of the Organisation of the Educational Process in Higher Military Educational Institutions of the Ministry of Defence of Ukraine, Military Education Units of Higher Education Institutions, and Institutions of Professional Pre-Higher Military Education", "Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy".

9.2. Student Assessment

At the Academy, assessment of student learning outcomes in educational components during study and final attestation is carried out in accordance with the European Credit Transfer and Accumulation System (ECTS). Key elements of the system include credit units as a measure of workload and learning quality, and a stimulating rating-based assessment system.

The mechanism for implementing the rating-based assessment system, procedures for conducting assessments, and the application of rating evaluation during attestation are determined by the Academy.

Assessment of learning outcomes includes the full range of control measures outlined in the course syllabus.

The detailed process of student assessment is described in the Regulations on the Organisation of the Educational Process at the Hetman Petro Sahaidachnyi National Army Academy.

Students have the right to appeal the results of final assessments.
The procedures for appealing assessment results and for re-taking assessments are specified in the Regulations on Appealing the Results of Assessment Measures and Re-taking Assessments at the Hetman Petro Sahaidachnyi National Army Academy.

Key documents: *"Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy", "Regulations on Appealing the Results of Assessment Measures and Re-taking Assessments at Hetman Petro Sahaidachnyi National Army Academy".*

9.3. Розвиток персоналу та науково-педагогічних (педагогічних) працівників

Підвищення кваліфікації наукових, науково-педагогічних (педагогічних) працівників - це цілеспрямоване безперервне вдосконалення професійних компетенцій та педагогічної майстерності, необхідних для опанування знань, які сприяють підвищенню якості управлінської, освітньої, методичної, наукової, інноваційної, творчої й виховної діяльності

Академії.

Науково-педагогічні (педагогічні) працівники підвищують кваліфікацію відповідно до "Положення про підвищення кваліфікації та стажування педагогічних і науково-педагогічних працівників Національної академії сухопутних військ імені гетьмана Петра Сагайдачного" та нормативно-правової бази України.

9.3. Development of Staff and Academic (Teaching) Personnel

Professional development of scientific and academic (teaching) staff is a purposeful and continuous process of improving professional competencies and pedagogical skills, essential for acquiring knowledge that enhances the quality of managerial, educational, methodological, research, innovative, creative, and educational activities at the Academy.

Academic staff enhance their qualifications in accordance with the Regulations on the Professional Development and Internships of Teaching and Academic Staff of Hetman Petro Sahaidachnyi National Army Academy and the legal and regulatory framework of Ukraine.

The following provisions:

Establish clear, transparent, and fair procedures for recruitment and employment conditions;

Promote support for scientific activity to strengthen the link between research and education;

Ensure monitoring of the quality of scientific research conducted by academic staff;

Encourage innovation in teaching methods and the use of new technologies;

Define pathways for professional development of teaching and academic staff, and enhance the system for developing teaching competencies in early-career instructors and researchers;

Ensure regular performance evaluations of academic and teaching personnel.

Key documents: *"Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy"*, *"Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy"*, *"Regulations on the Professional Development and Internships of Teaching and Academic Staff of Hetman Petro Sahaidachnyi National Army Academy"*.

9.4. Learning Resources and Student Support

Material and technical (logistical) support for the educational process is provided by the relevant services responsible for identifying, ordering, and receiving military educational property.

Each year, during the monitoring of educational programmes, an analysis is conducted to assess the adequacy of the material and technical base in relation to the content of military specialist training. Based on the results, the development and improvement of the material and technical base are planned. As part of this process, the Educational and Laboratory Support Department prepares a Five-Year Development and Improvement Plan for the Academy's Material and Technical Base.

The development of this Plan involves departments, faculties, divisions and services, and Deputy Commandants of the Academy.

Responsibility for ensuring the implementation of the Development Plan lies with the Deputy Commandants of the Academy for Academic Affairs, Armaments, and Logistics.

Key documents: *"Regulations on the Organisation of the Educational Process at the Hetman Petro Sahaidachnyi National Army Academy", "Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at the Hetman Petro Sahaidachnyi National Army Academy", "Five-Year Development and Improvement Plan for the Academy's Material and Technical Base".*

9.5. Information Systems and Knowledge Management

The management of the educational process at the Academy is supported by certified in Ukraine software systems and the Unified State Electronic Database on Education (USEDE).

The informatization of the Academy aims to optimise educational processes and automate core functions such as planning, organising, controlling the educational process, and supporting management activities.

Information support for higher education activities is developed in compliance with the technological requirements of licensing conditions for educational activities.

The Academy's information systems operate using the following resources:

Official website, which provides essential information on the Academy's activities;

Internal electronic platform on MOODLE, containing educational and methodological materials, library resources, and internal documents;

Central Repository of the Armed Forces of Ukraine Distance Learning System (MOODLE platform), which includes training courses, educational and methodological materials, library resources, and other documents;

"DEKANAT" automated management system, used for creating, processing, and storing information about permanent and temporary Academy personnel, automating educational process document workflows, providing informational and analytical support to all Academy units, facilitating the work of academic coordinators, and reducing the amount of paper documentation;

Internet systems/software recommended by the Ministry of Education and Science of Ukraine for checking academic texts for plagiarism.

Key documents: Order of the Ministry of Defence of Ukraine "On the Procedure for the Use of the Internet in the Ministry of Defence of Ukraine and the Armed Forces of Ukraine", Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for Organising and Ensuring the Regime of Secrecy in State Authorities, Local Self-Government Bodies, Enterprises, Institutions, and Organisations", "Regulations on the Organisation of the Educational Process at Hetman Petro Sahaidachnyi National Army Academy", "Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy".

9.6. Public Information

To ensure transparency and openness regarding the provision of higher education in military specialities of the Land Forces of the Armed Forces of Ukraine, the Academy operates an official website: http://www.asv.mil.gov.ua.

The information published on the Academy's official website complies with the requirements of current Ukrainian legislation and other regulatory documents on public information, in a manner that does not compromise the secrecy regime.

Public information is provided in response to information requests in accordance with the law.

The Academy also maintains an active presence on social media, currently using Facebook and Instagram platforms. These platforms are used to share updates about events and activities involving staff and students (e.g., official visits, educational trips, etc.). The website also provides information on academic courses, scientific events, and publications.

Information published on the official website is updated as needed.

Key documents: Laws of Ukraine: On Education, On Higher Education, On Access to Public Information; Regulations on the Internal Quality Assurance System for Educational Activities and Higher Education at Hetman Petro Sahaidachnyi National Army Academy.

10. CONTACT INFORMATION

For additional information, please contact the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education at the Academy.

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List of Documents on Quality Assurance of Educational Activities and Higher Education

1. Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), 2015.
2. Law of Ukraine "On Education", as amended in 2025, No. 2145-VIII dated September 5, 2017.
3. Law of Ukraine "On Higher Education" (Bulletin of the Verkhovna Rada of Ukraine, 2014, No. 37–38, Art. 2004).
4. Law of Ukraine "On Military Duty and Military Service" (according to the Resolution of the Verkhovna Rada of Ukraine dated March 25, 1992, No. 2233-XII).
5. Regulations on Higher Military Educational Institutions, approved by the Resolution of the Cabinet of Ministers of Ukraine dated May 12, 2021, No. 467.
6. Regulations on Military Training Units of Higher Education Institutions, approved by Joint Order of the Ministry of Education and Science of Ukraine and the Ministry of Defense of Ukraine dated August 15, 2018, No. 910/412 (registered with the Ministry of Justice of Ukraine on October 30, 2018, under No. 1229/32681).
7. Regulations on the Specifics of Organizing the Educational Process in Higher Military Educational Institutions of the Ministry of Defense of Ukraine, Military Training Units of Higher Education Institutions, and Institutions of Professional Pre-Higher Military Education, approved by Order dated February 15, 2024, No. 120 (registered with the Ministry of Justice of Ukraine on March 26, 2024, under No. 453/41798).
8. Policy of the Ministry of Defense of Ukraine on Quality Assurance in Professional Military Education, approved by Order of the Minister of Defense of Ukraine dated June 16, 2025, No. 6521/u/10-2024.
9. Procedure for the Organization and Conduct of Military Internships, Academic, Industrial, Repair, Shipboard, and Other Types of Practical Training for Cadets and Trainees of Higher Military Educational Institutions, Military Training Units of Higher Education Institutions, and Institutions of Professional Pre-Higher Military Education, approved by Order of the Ministry of Defense of Ukraine dated January 12, 2024, No. 23 (registered with the Ministry of Justice of Ukraine on January 30, 2024, under No. 155/41500).
10. Instruction on the Organization and Conduct of Military-Vocational Orientation for Citizens of Ukraine and Admission to Institutions of Professional Pre-Higher Military Education, Higher Military Educational Institutions, Military Training Units of Higher Education Institutions, and Research Institutions within the Ministry of Defense of Ukraine, approved by Order dated July 16, 2024, No. 479 (registered with the Ministry of Justice of Ukraine on August 21, 2024, under No. 1285/42630).

11. Recommendations of the National Agency for Higher Education Quality Assurance on the Implementation of Internal Quality Assurance Systems, approved by NAQA Decision on June 26, 2019 (Minutes No. 6).
12. NATO Strategic Command Joint Directive "Education and Individual Training (E&ITD) 075-007", 2025.
13. Regulations on the Organization of the Educational Process at the Hetman Petro Sahaidachnyi National Army Academy, enacted by Order of the Academy Commandant dated December 31, 2024, No. 1415-OD.
14. Charter of the Hetman Petro Sahaidachnyi National Army Academy (approved by the Resolution of the Cabinet of Ministers of Ukraine dated November 26, 2014, No. 671 and the Ministry of Defense of Ukraine dated May 27, 2015, No. 240, with amendments approved by Order of the Ministry of Defense of Ukraine dated November 23, 2018, No. 599).
15. Regulations on the Internal Quality Assurance System of Educational Activities and Higher Education at the Hetman Petro Sahaidachnyi National Army Academy, enacted by Order of the Academy Commandant dated February 3, 2025, No. 116.
16. Regulations on the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education at the Hetman Petro Sahaidachnyi National Army Academy, enacted by Order of the Academy Commandant dated July 30, 2024, No. 710-OD.
17. Regulations on Professional Development and Internships for Academic and Research-Pedagogical Staff at the Hetman Petro Sahaidachnyi National Army Academy, enacted by Order of the Academy Commandant dated July 30, 2024, No. 710-OD.
18. Regulations on Appealing the Results of Control Measures and Their Reassessment at the Hetman Petro Sahaidachnyi National Army Academy, enacted by Order of the Academy Commandant dated January 12, 2025, No. 31-OD.

MATRIX of Responsibility Allocation in the Systemic Approach to Quality Management of the Academy

Academy's Matrix RACI	Head of the Academy Supervisory Board, Academic Council	First Deputy Head of the Academy	Deputy Head of the Academy for Academic Affairs	Deputy Head of the Academy for Scientific Work	Deputy Heads of the Academy for Armaments and Logistics	Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education	Educational Department	Scientific and organizational department	Department of Educational and Laboratory Support	Departments, faculties	International Cooperation Department	Personnel and Operations Department	Department of Psychological Support for Personnel	Advisor to the Head of the Academy on Gender Issues	Information and computing center	Authorized person for corruption prevention	Customers for the training of military specialists	Employers (military unit commanders)	Guarantors of educational programs	Cadets/ Learners/ Students	Product
1	2	3	4	5	6	7	8	9	10	11	12										
Institutional Audit	I	C\I	A	C	C	R	R	R	R	R	R	R	R	C	R	C	I	I	R	I	Report on the Results of the Institutional Audit
Licensing of the EP	I	C\I	A	C	C	R	R	R	R	R	R	R	R	C	I	C	I	I	R	I	Educational Programme Licenses
Accreditation of the EP	I	C\I	A	C	C	R	R	R	R	R	R	R	R	C	I	C	I	I	R	I	Accreditation Decision
Rules and procedures for evaluating management performance	A	R	C	C	C	I	I	I	I	I	I	C	I	I	I	C	I	I	I	I	Regulations on the Competition Commission
System and mechanisms for ensuring academic integrity	I	A/C	C	C	I	R	R	R	C	R	I	I	I	I	I	C	I	I		I	Regulations on Academic Integrity
Rules and procedures for assessing education seekers (cadets/ learners/ students)	I	C	A	C	I	R	I	R	I	R	I	C	R	C	I	C	I	I		I	Education and Training Quality Assurance Policy; Regulations on the Organization of the Educational Process; Regulations on the Internal Quality Assurance System of Educational Activities
Rules and procedures for evaluating academic/ teaching staff	I	C	A	C	I	R	R	I	I	R	I	C	R	C	I	C	I	I		I	Regulations on the Annual Performance Rating Evaluation of Academic and Teaching Staff
Ensuring the availability of necessary resources	I	C	C	C	A	C	C	C	R	R	C	I	I	I	C	C	I	I		I	Prospective Plan for the Development and Improvement of the Educational and Material Base
Ensuring the availability of information systems	I	C	A	C	C	I	R	I	I	I	I	I	I	I	R	C	I	I	I	I	Сайт Академії. Система Деканат Система дист.навч. Внутрішній Moodle
Development, monitoring and periodic review of educational programs	I	C	A	C	C	R	R	I	R	R	R	R	R	C	I	C	C/R	C	R	R	Regulations on the development, approval, monitoring and review of educational programs
Policy (Strategy) and regulations on ensuring the quality of education	I	C	A	C	C	R	R	R	C	R	R	C	R	C	I	C	I	I	I	I	Education and Training Quality Assurance Policy (Strategy); Charter of the Academy; Regulations on the Internal Quality Assurance System of Educational Activities and Higher Education Quality
System of learning and implementation of experience (ВВД)	I	I	A	C	I	R	R	R	I	R	I	I	I	I	I	I	I	C/I	I	I	Order of the Head of the Academy "On increasing the efficiency of functioning and implementing experience"

Note

R – The person who is actually responsible for performing the task (Responsible). The degree of responsibility is determined by the person designated as "A".

A – The person who is ultimately accountable. Has the authority to say "YES" or "NO" and holds veto power. Only one person can be assigned the "A" role per function.

C – The person who must be consulted with before the final decision or action is taken.

I – The person who must be informed after a decision or action is taken.

Quality Management System for Education and Training at Hetman Petro Sahaidachnyi National Army Academy

No.	Elements of the Quality Management System for Education and Training	Form of Implementation
1.	**Quality Management**	
1.1.	Development of policy (quality management guidance)	On the Internal Quality Assurance System for Educational Activities and Higher Education at the ACADEMY
1.2.	Quality management, annual review, and improvement	Annual review report
1.3.	Analysis of key performance indicators of training effectiveness	Monitoring and review of key performance indicators of training effectiveness
1.4.	Engagement of internal and external stakeholders	Plan for engagement of internal and external stakeholders
1.5.	Professional development and empowerment of permanent staff	Advanced training of permanent staff
1.6.	Public information and communications	ACADEMY website
2.	**Quality Assurance**	
2.1.	Development of procedures (action guidelines)	Regulation on the Internal Quality Assurance System
2.2.	Analysis of training effectiveness indicators	Monitoring and record-keeping
2.3.	Determination and review of educational and individual training courses	Review of educational programmes
2.4.	Selection of teaching and other permanent staff, orientation programme	Training of junior instructors
2.5.	Information system	ACADEMY website, ACADEMY database
2.6.	Internal process evaluation	Monitoring and record-keeping
3.	**Quality Control**	
3.1.	Assessment of cadets' learning	Monitoring and record-keeping
3.2.	Feedback from stakeholders	Record-keeping
3.3.	Monitoring of the educational process (reporting)	Monitoring and record-keeping
3.4.	Course adjustments after completion	Course review
4.	**Inspection**	
4.1.	Self-assessment	Record of materials
4.2.	Monitoring of academic staff performance	Monitoring and record-keeping
4.3.	Inspection of educational and material base	Monitoring and record-keeping
4.4.	Course adjustment during delivery	Course modifications

Activities Conducted by the Scientific and Methodological Department for Quality Assurance of Educational Activities and Higher Education within the scope of quality improvement functions

Analytical and Predictive Function
Analysis of the feasibility of licensing new specialities
Analysis of educational and methodological support
Analysis of draft regulatory documents on the quality of educational activities and higher education
Analysis of proposals regarding the improvement of educational activities and higher education
Analysis of proposals for the development and maintenance of educational programmes, their structure and content
Analysis of the state of relations between structural units and stakeholders, in particular customers for military specialists' training
Analysis of current regulatory documents concerning the quality of educational activities and higher education
Analysis of current regulatory documents on licensing and accreditation of educational programmes
Analysis of quality assurance regulations developed by the ACADEMY, considering legislative changes
Planning Function
Strategic and current planning of speciality licensing and educational programme accreditation
Strategic and current planning of the activities of the Scientific and Methodological Department for Quality Assurance
Planning of measures aimed at implementing and developing the internal system for quality assurance in educational activities and higher education
Participation in planning the professional development process for academic and teaching staff
Regulatory and Advisory Function
Engagement of customers of military specialists' training in the formation of educational programmes and analysis of cadets' (students') professional training quality
Provision of consulting services for the preparation of licensing and accreditation materials
Conduct of academic and methodological events (seminars, conferences) on quality assurance in higher education
Development of recommendations for structural units of the ACADEMY regarding annual planning for quality assurance in higher education and educational activities
Control and Diagnostic Function
Analysis of educational programme compliance with higher education standards
Monitoring of feedback from unit commanders on graduates
Control over the quality of preparation and documentation for licensing and accreditation
Monitoring the implementation of recommendations and comments following accreditation
Control over the condition of educational, methodological, and reporting documentation in institutes (faculties, departments)
Monitoring of educational programme implementation
Monitoring of academic integrity compliance among participants in the educational process
Monitoring of departments' readiness for the academic year (semester)
Monitoring of the availability of public information in accordance with legislation
Monitoring of the quality of educational and methodological support
Monitoring of the quality of academic and teaching activities
Monitoring the quality and progress of cadets' (students') educational performance
Graduate surveys on the quality of educational programmes
Preparation of consolidated informational and analytical materials based on comprehensive audits of

structural units
Conduct of surveys (questionnaires) of instructors regarding the quality of educational activities
Conduct of surveys (questionnaires, evaluations) of students regarding the quality of educational activities

Appendix 5

Quality Management Team for Education and Training of the Academy

Supervisory Board	Head of the National Army Academy	Academic Council		Adviser to the Head of the National Academy on Gender Issues

Authorized Person for Corruption Prevention

First Deputy Head of the National Academy	Deputy Head of the National Academy for Academic Affairs	Deputy Head of the National Academy for Research	Deputy Head of the National Academy for Armament and Logistics

Chief of the Educational Department	Chief of the Scientific and Organizational Department	Chief of the Educational and Laboratory Support	Chief of the International Cooperation Department	Chief of the Personnel and Formation Department	Head of the Department of Psychological Support for Personnel	Head of the Information and Computing Center

Chief of the Scientific and Methodological Department for Quality Assurance in Educational Activities and Higher Education

Heads of general academic departments

Head of the Faculty of Combat Use of Troops

Head of the Institute of Missile Forces and Artillery

Head of the Faculty of Support Forces

Head of the Institute of Psychological Support for Personnel

Head of the Professional Development center

Head of the department

Customers for the training of military specialists, Employers

Guarantors of educational programs, Course Directors

Education seekers