

**JSP 822 – Defence Training Support Manuals**

**Governance of Individual Training**

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# How to use this Manual

Defence Training Support Manuals (DTSM) have been developed to support the understanding and implementation of the policy contained in JSP 822.

JSP 822 is the authoritative policy that directs and guides Defence people to ensure that Defence Learning (training and education) is appropriate, efficient, effective and, most importantly, safe.

DTSMs will be published every December, following the publication of the latest version of JSP 822. Throughout the year, different versions of the latest DTSM edition may also be published. When every new edition is published, the versions will reset to 1.

Using the DTSMs is entirely optional, and users may find there are alternative resources available to help them understand and implement the policy contained in JSP 822.

Throughout this document there are references to other DTSMs, these references contains hyperlinks that will take you to the DTSMs that are held on the [Defence Training Support](https://modgovuk.sharepoint.com/teams/MOD-DTSMS) [Manuals](https://modgovuk.sharepoint.com/teams/MOD-DTSMS) SharePoint site.

The DTSMs currently available are:

|  |  |  |
| --- | --- | --- |
| **DTSM**  **Number** | **DTSM**  **Name** | **SharePoint Link** |
| DTSM 1 | Governance of Individual Training | Link |
| DTSM 2 | Analysis of Individual Training Requirements | Link |
| DTSM 3 | Designing Individual Training | Link |
| DTSM 4 | Delivery of Individual Training | Link |
| DTSM 5 | Evaluation of Individual Training | Link |

# Introduction

Governance of individual training is the process through which decisions are made that determine the long-term strategy, direction and organisation of individual training across Defence. Individual Training Governance provides the framework through which training stakeholders are accountable for continuously improving the quality of their provision to meet Defence requirements. Governance of individual training is managed primarily through boards such as Customer Executive Board(s), Working Groups and Steering Groups.

In Defence, individual training is conducted in a variety of single Service, Joint, and Defence training settings. The principles for the governance of Joint, Defence and single Services training requirements are the same. However, because of the additional complexities of Joint and Defence Training, there are differences when it comes to the structures and roles involved in the governance.

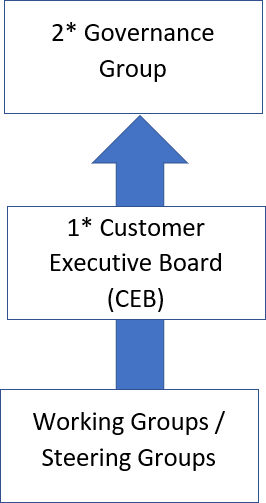
Although JSP 822 does mandate specific governance activities for all training across, TLBs do retain significant levels of autonomy on the governance of individual training, that falls under their command. It is therefore essential that users of this DTSM also consult local policy documents that may exist, and are managed locally by training policy teams within the TLBs.

Along with governing individual training, it also is important to govern the Defence policy that provides direction and guidance on individual training. This manual also provides details on the processes and frameworks in place when it comes to the governance of individual training policy.

# Governance Structures

## Introduction

1. An Individual Training governance structure refers to the framework and system of rules, roles, responsibilities, and processes that a Defence organisation puts in place to ensure that the development, delivery, assurance and management of individual training remains on track, and appropriate to the organisation’s requirements.
2. Within Defence, an Individual Training governance structures usually takes the form of the traditional hierarchical structure, which is commonly found in other areas of Defence, and most large organisations.
3. A hierarchical governance structure is a type of organisational structure in which authority and decision-making are organised in a top-down fashion, with a clear chain of command and defined levels of management. In this structure, individuals and teams at each level have specific roles, responsibilities, and decision making powers, and they report to higher levels of management.
4. By using a hierarchical governance structure, organisations from across Defence ensures that there is a direct link between the trainee undergoing the training activity and the heads of the various Top-Level Budgets (TLBs) that exist within Defence.



*Figure 1: A Straightforward Hierachial Training Governance Structure used in Defence*

1. Figure 1 displays a straightforward governance structure, however, across Defence, governance structures tend to be more complex with additional groups to support the main governance groups. Examples are provided in Section 2.2.

When establishing the governance structure for your training event, it is essential you familiarise yourself with exisiting governance structures in your organisation.

1. Within this chapter, we have separated governance structures in to 3 types of training environments: Defence Training, Joint training, and single Service training. The principles around governance structures are the same, however, due to the more complex nature of Defence and Joint training, there are some differences around the formation of the structures.
2. JSP 822 volume 10 defines Defence Training and Joint Training as:
   1. **Defence Training**: “*Multiple learning events that may be delivered to individual sS audiences but achieve the same output for all Services.”*
   2. **Joint Training. “***A learning event where two or more Services participate together.”*

Although not defined in JSP 822, this DTSM uses the term *single Service training* as any training event that is delivered to a single TLB, instead of more than one. It must be noted however, that a single Service training event may only be required by part of the TLB instead of the whole of the TLB.

Even though it appears Defence and Joint training are the same, Joint training becomes Defence training once the number of Services participating spans to the whole of Defence.

## Governance Structures in single Service Training

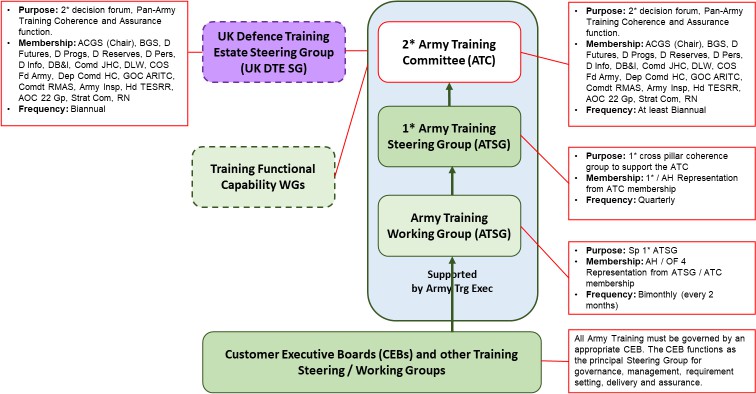
The policy in JSP 822 says:

* For the MTS to be effective, bodies such as boards and working groups must be established to ensure that the DSAT process remains on track and the Training System remains appropriate to the need.
* Continuous Governance is a mandatory ‘**MUST’** activity.
* All training must have a Customer Executive Board (CEB) which forms part of the MTS and is specific to the needs of that Training System.

1. As highlighted in para 6, single Service training is a training event that is delivered only to one TLB. This means that the TLB, or more likely, the organisation within the TLB, is responsible for the analysis, design, delivery, assurance, management, and governance of the training event.
2. As TLBs are responsible for the governance of the single Service training that they develop and deliver, they are therefore also responsible for establishing the governance structures.
3. Training governance structures and governance groups are identified and/or established during the development of a training activity. Depending on the circumstances surrounding the training, new governance structures and groups may need to be established, or it may be more appropriate to use ones.

When establishing the governance structure for your training event, it is essential you familiarise yourself with exisiting governance structures in your organisation.

1. Across Defence, TLBs broadly have similar structures where individual TLBs have common governance groups that sit above CEBs. These groups have the responsibility for the governance of all individual training for that TLBs. Figures 2 provides an example of a TLB training governance structure.



*Figure 2: Army Training Governance Structure1*

1 Taken from ACSO 3248

1. The following contacts / documents provides more detailed information on governance structures across Defence.

|  |  |  |
| --- | --- | --- |
| TLB | Contact | Document(s) |
| Navy | NAVY PEOPLE-PSP LearnDev  Formal | [BRd 3(1) Ch 95 - Individual](http://web.apps.royalnavy.r.mil.uk/fpgo/BRd_0001_4999/BRd_0003/BRd_3_1/ch95.pdf) [Training](http://web.apps.royalnavy.r.mil.uk/fpgo/BRd_0001_4999/BRd_0003/BRd_3_1/ch95.pdf) |
| Army | Army StratCen-Exec-Trg-SO1 | [ACSO 3248 - Governance](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/ACSO_3248.pdf) [of Army Training](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/ACSO_3248.pdf) |
| Air | SO2 Training Pol A, HQ 22 Gp | AP 3379 Leaflet 1020 - Governance of Individual Training in the RAF |
| UK Strat Com | tbc | n/a |

## Governance Structures in Joint Training

The policy in JSP 822 says:

* For the MTS to be effective, bodies such as boards and working groups must be established to ensure that the DSAT process remains on track and the Training System remains appropriate to the need.
* Continuous Governance is a mandatory **‘MUST’** activity.
* All training must have a Customer Executive Board (CEB) which forms part of the MTS and is specific to the needs of that Training System.

1. As highlighted in para 6, Joint training involves training events that may be delivered to one or more TLBs, but not all TLBs.
2. Only those TLBs participating in a particular Joint training event will have involvement in the governance of that training.
3. In principle, Joint training uses the same hierarchical structure used in single Services training, however, due to the complex nature of Joint training, establishing the governance structure of a Joint training event may not be as straightforward.
4. As with all training, JSP 822 mandates that Joint training must have a CEB. The CEB is similar to a CEB in single Services training, however, the composition is different. More information on a CEB can be found in Chapter 4, Sect 4.2.
5. Once established, it is likely a Joint training CEB will fit in to an already established governance structure. Although Joint training is delivered to more than one TLB, it is likely the 2\* governance group for the training event will be an established single Service governance group. The 2\* single Service governance group membership will likely have representatives from the additional TLBs participating in the training. Example: Joint Helicopter Command (JHC) reports to the 2\* Army Training Committee (ATC).
6. Training Establishments that deliver Joint training will likely have local governance policy that instructs TRAs on governance structures. For more information on single Services training governance policy, the following contacts / documents can be consulted.

|  |  |  |
| --- | --- | --- |
| TLB | Contact | Document(s) |
| Navy | NAVY PEOPLE-PSP LearnDev  Formal | [BRd 3(1) Ch 95 - Individual](http://web.apps.royalnavy.r.mil.uk/fpgo/BRd_0001_4999/BRd_0003/BRd_3_1/ch95.pdf) [Training](http://web.apps.royalnavy.r.mil.uk/fpgo/BRd_0001_4999/BRd_0003/BRd_3_1/ch95.pdf) |
| Army |  | [ACSO 3248 - Governance](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/ACSO_3248.pdf) [of Army Training](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/ACSO_3248.pdf) |
| Air | SO2 Training Pol A, HQ 22 Gp | AP 3379 Leaflet 1020 - Governance of Individual Training in the RAF |

## Governance Structures in Defence Training

The policy in JSP 822 says:

* For the MTS to be effective, bodies such as boards and working groups must be established to ensure that the DSAT process remains on track and the Training System remains appropriate to the need.
* Continuous Governance is a mandatory **‘MUST’** activity.
* All training must have a Customer Executive Board (CEB) which forms part of the MTS and is specific to the needs of that Training System.

1. As highlighted in para 6, Defence training involves training events that may be delivered to all TLBs within Defence.
2. In principle, Defence training uses the same hierarchical structure used in single Services training and Joint training, however, due to the complex nature of Defence training, establishing the governance structure of a Defence training event may not be as straightforward.
3. As with all training, JSP 822 mandates that Defence training must have a CEB. The CEB is similar to a CEB in single Services training, however, like a CEB in Joint training, the composition is different. More information on a CEB can be found in Chapter 4, Sect 4.2.
4. Once established, it is likely a Defence training CEB will fit in to an already established governance structure. Although Defence training is delivered to all TLBs, it is likely the 2\* governance group for the training event will be an established governance group within one of the TLBs. The TLB governance group membership will likely have representatives from the additional TLBs that participate in the training. Example The Defence College of Technical Training (DCTT) reports to 2\* RAF Training Requirements Oversight Committee (TROC)
5. Training Establishments that deliver Defence training will likely have local governance policy that instructs TRAs on governance structures. For more information on single Services training governance policy, the following contacts / documents can be consulted.

|  |  |  |
| --- | --- | --- |
| TLB | Contact | Document(s) |
| Navy | NAVY PEOPLE-PSP LearnDev  Formal | [BRd 3(1) Ch 95 - Individual](http://web.apps.royalnavy.r.mil.uk/fpgo/BRd_0001_4999/BRd_0003/BRd_3_1/ch95.pdf) [Training](http://web.apps.royalnavy.r.mil.uk/fpgo/BRd_0001_4999/BRd_0003/BRd_3_1/ch95.pdf) |
| Army | Army StratCen-Exec-Trg-SO1 | [ACSO 3248 - Governance](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/ACSO_3248.pdf) [of Army Training](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/ACSO_3248.pdf) |
| Air | SO2 Training Pol A, HQ 22 Gp | AP 3379 Leaflet 1020 - Governance of Individual Training in the RAF |

# Governance Roles

## Introduction

1. Governance roles in training refer to the specific positions or responsibilities within Defence that are focused on ensuring effective training governance and oversight. These roles play a critical part in the managing the training, making strategic decisions, and ensuring compliance with policies, laws and regulations.
2. This chapter only lists the roles that are common across the whole of Defence, in reality there are numerous roles involved with governance of training, and some of these are unique to specific TLBs. It is therefore essential that users of this DTSM also consult local policy documents that may exist, to establish specific governance roles within their TLB. For more information on single Services training governance policy, the following contacts / documents can be consulted.

|  |  |  |
| --- | --- | --- |
| TLB | Contact | Document(s) |
| Navy | NAVY PEOPLE-PSP LearnDev  Formal | [BRd 3(1) Ch 95 - Individual](http://web.apps.royalnavy.r.mil.uk/fpgo/BRd_0001_4999/BRd_0003/BRd_3_1/ch95.pdf) [Training](http://web.apps.royalnavy.r.mil.uk/fpgo/BRd_0001_4999/BRd_0003/BRd_3_1/ch95.pdf) |
| Army | Army StratCen-Exec-Trg-SO1 | [ACSO 3248 - Governance](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/ACSO_3248.pdf) [of Army Training](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/ACSO_3248.pdf) |
| Air | SO2 Training Pol A, HQ 22 Gp | AP 3379 Leaflet 1020 - Governance of Individual Training in the RAF |

## Training Requirements Authority (TRA)

* + 1. **Overview of the TRA**

1. The Training Requirements Authority (TRA) represents the end-user of the trained output and is the ultimate authority for the derivation and maintenance of the Role Performance Statement (Role PS) and/or Framework(s). The TRA is responsible for the evaluation of the effect of the training in achieving the Role PS and/or Framework(s) wherever the training is delivered.
   * 1. **TRA within single Services Training**

The policy in JSP 822 says:

* All training in Defence, that is derived from DSAT, must have a TRA appointed.
* The TRA must be distinct from the TDA.

1. The TRA often sits at the Service Command (SC) level and sets the requirement for a new training activity, or a variation to an existing one, as well as some aspects of the assurance of the training. The TRA is often a nominated post at 2\* level but it is

common practice for TRA responsibilities to be delegated, by letter, to an individual (or organisation) who has more knowledge of the specific requirement.

* + 1. **TRA within Defence / Joint Training**

The policy in JSP 822 says:

* All Joint and Defence Training, that is derived from DSAT, must have an associated TRA from each of the single Services that requires the training. Of these Associated TRAs, a lead TRA must be agreed and appointed.
* The Lead TRA must take account of the requirements of the individual Associated TRAs.
* The TRA must be distinct from the TDA.

1. For Joint or Defence outputs the nomination of a Lead TRA is required who takes account of the requirements of two or more TRAs, usually but not exclusively from different Services or Commands. The Lead TRA will sign the TrAD on behalf of any subordinate sS TRAs (usually at a Customer Executive Board (CEB)) but only with their agreement.

## Training Delivery Authority (TDA)

* + 1. **Overview of the TDA**

The policy in JSP 822 says:

* All training in Defence, that is derived from DSAT, must have a TDA appointed.
* The TDA must be distinct from the TRA.

1. The TDA is the organisation responsible for training delivery, but not always for the conduct of the actual training itself. If a SC so wishes, the TDA role can be a nominated post. Examples of the types of Roles associated with the TDA are: Designer, 2nd party auditor or inspector, and Training Line of Development (TLoD) Owner in the case of projects, programmes or capabilities.

# Governance Groups

## Introduction

1. To ensure effective governance of individual training, various groups or committees are established. The specific groups involved in governance can vary widely depending on the training to be governed, size of the organisation, and the governance structures.
2. This chapter only lists the groups that are common across the whole of Defence, in reality there may be many different groups involved with governance of training, and some of these are unique to specific TLBs. It is therefore essential that users of this DTSM also consult local policy documents that may exist, to establish specific governance roles within their TLB.

## Customer Executive Board (CEB)

The policy in JSP 822 says:

* All training must have a Customer Executive Board (CEB) which forms part of the MTS and is specific to the needs of that Training System.
* Documentation for each CEB must include:
  1. ToRs.
  2. Agenda, which must include;
     1. Discussion on the current, and future outlook of the training’s delivery.
     2. Near-term Training Requirement (Content).
     3. Near-term Training Requirement (Volume).
     4. Trainee Flow and Future Requirements (Volume).
     5. DSAT QMS Compliance.
     6. Injuries in Training.
     7. Management of Risks.
     8. Discussion of Statistics.
  3. Pre-decision Support Information.
  4. Record of Decisions (RoDs) / Action Grid.
* The TRA must ensure that a CEB is held twice per year.
* The TrAD must be signed off by the CEB.

1. The purpose of the CEB is to provide a mechanism for stakeholders to develop the scale and content of training to match the Defence requirement within the available budget and in accordance with relevant Defence and sS policies. In doing so, the CEB will:
   1. hold all parties to account for the execution of their responsibilities in relation to the quantity, quality, timeliness and effectiveness of the training.
   2. hold the TRAs to account to provide a clear fully justified requirement and their priorities for training.
   3. manage the key documents which drive CEB business:
      1. the TrAD,
      2. the Role PS and/or Framework(s),
      3. the FTS
      4. the SOTR/SOTT (These must be tabled at the CEB and agreed/signed off by relevant stakeholders).
2. Each CEB should be chaired by an appropriately empowered representative who will be responsible for maintaining focussed discussion and ensuring clear articulation of actions and holding to account personnel/organisations that have received tasking. Unresolved issues and risks should be raised via the TSLD governance structure.
3. The CEB is generally chaired by the TDA; the rationale being that the TDA will be required to affect the implementation of any requirement changes such as updating the training documentation. The TDA will also be best placed to provide the necessary training data. Additionally, the TDA also usually holds the budget for the training. However, the TRA (or Lead TRA) plays a vital role and is the individual/organisation responsible for escalating any risks and issues unresolved at the CEB up the Chain of Command, and for ensuring that appropriate governance and assurance activities are being undertaken. For certain CEBs (e.g. where there are several TDAs, or where the TRA controls the resources, or where the TDA is a contractor), the TRA may decide that it is more appropriate for them to chair the CEB.
4. Chairship should be clearly articulated in the ToRs. The TRA must ensure that a CEB is normally held biannually and both TRA and TDA should attend the CEBs2. Where there are matters that cannot be resolved as part of the CEB (e.g. a TRA believes the requirement is not being met or a TDA does not have the resource to deliver a requirement), these are to be escalated to a higher level within the relevant Chain of Command/TLB for resolution.
5. **Joint/Defence Training.** In the case of training where a Lead TRA has been nominated, matters that cannot be resolved should be referred to the TSLD PAG via SO1 Trg Pol, TSLD, in the first instance.
6. To bring more clarity to the way that CEBs operate, JSP 822 states that documentation for each CEB must include:
   1. **ToRs**. A tailored ToR for each CEB is to be produced using the suggested format in Annex A. Whilst this suggested format provides the wording that will be generic to all CEBs, it is important that each CEB contextualises their ToRs accordingly; separate ToRs are to be produced for CEB WGs. Membership should be articulated by the specific organisations/posts that should be in attendance (e.g. they should not simply

2 If Joint/Defence training, then both Lead/Associated TRAs/TDAs should attend.

state that the TRA should attend but should list the relevant TRA(s) posts that are required).

* 1. **Agenda**. A comprehensive agenda is critical to fulfil the objectives of the CEB. A number of core standing agenda items must be included at all CEBs. Other items can then be added to address any issues relevant to that CEB. A suggested format for an agenda with the core items3 is contained within Annex B, with agenda items to include:
  2. **Training Delivery**. Discussion of any issues pertinent to training delivery both current (i.e. in Training Year (TY) 1, e.g. trainer numbers) and future (e.g. re-location of training) and a concise report on the actual training delivered in the previous TY. Endorsement of the FTS and Assessment Strategies that have been agreed between the relevant TRA and Training Providers. The delivery of Distributed Training (DT) is to be considered under this agenda item.
  3. **Near-term Training Requirement (Content)**. Discussion of issues associated with training content to include clarification that the TRA has provided the TDA with a clearly articulated requirement and confirmation that they are satisfied (or otherwise) with the standard of the trained output. Acceptance of the Role PS from the appropriate TRA. In a Joint or Defence context, the development of appropriate Joint or Defence training.
  4. **Near-term Training Requirement (Volume)**. Contribution towards development of the SOTR and then acceptance of the endorsed SOTR from which to develop the SOTT. Endorsement of the SOTR for TY 2 (i.e. the next TY commencing the following Apr) and clarification on the implications of any future changes to TY 2. De-confliction of any resource requirements that arise from late notice (less than 12 months from commencement of training) budgetary/SOTR imbalance by trading sS training priorities against available funding. Reporting uptake/performance against the SOTT. Retention of an audit trail to show why differences between SOTR and SOTT have occurred.
  5. **Trainee Flow and Future Requirements (Volume)**. To ensure the optimisation of training, including the efficiency of training pipelines and that appropriate co- ordination is in place between multiple CEBs, where they exist. Consideration (in broad terms) of the training requirements currently predicted for TY 3 and 4 and the anticipated ability to deliver that requirement with the resources available.
  6. **DSAT QMS Compliance**. Monitoring adherence to the DSAT QMS to ensure training documentation is effective and that there is an up-to-date TrAD, Role PS (noting the requirement to review the Role PS at least every 5 years) and FTS. Monitoring and reacting to training effectiveness feedback including consideration of any assurance reports (external Ofsted inspections, 2nd party audit observations, InVal and ExVal reports). Monitoring rectification of audit non-compliance.
  7. **Injuries in Training**. In addition to the core objectives, there is a requirement for CEBs to consider whether it is necessary to report on any injuries in training and to ensure that all training risk assessments have been conducted.

3 For a CEB to be successful, CEB members should have access to high quality training information. Wherever possible this should come from the Defence training management system in use (such as TAFMIS-T and in the future DLMC).

* 1. **Management of Risks**. Training risks must be discussed, with level of risk identified and mitigation measures outlined on a risk register. An example of a Risk Matrix suggested format is contained within Annex C, but sS may use their own formats if these conform to standard risk management practice.
  2. **Discussion of Statistics**. Discussion of statistics is to not only report in-year figures but should also report back on trend analysis (e.g. has the SOTR increased over time and if so, have resources correspondingly increased in numbers?).
  3. **Pre-decision Support Information**. For each CEB to operate effectively it is essential that pre-CEB decision support information is collated prior to the CEB. This will enable the focus of the meeting to be orientated towards decision-making and help avoid excessive background discussion/updates. Pre-CEB decision support information must clearly link to items on the agenda and support the key information required within the CEB output report. Pre-decision information should include assurance reports, SOTR/SOTT figures, statistics on pass rates, injuries, PVR trends etc.
  4. **Record of Decisions (RoDs) / Action Grid**. Each CEB occurrence must result in RoDs or an Action Grid that captures the relevant details, agreed leads and target dates.

## CEB Working Group

1. CEB WGs are a forum where subject matter experts representing Customers, the TRA, TDA and Training Providers will meet to discuss each training activity in detail. The aim of the WG is to review training requirements, agree training levels and targets, examine the results of recent, and schedule future, assurance activities (such as audits and evaluation) and to highlight any emerging themes, issues and risks of concern up the CEB Chain of Command.
2. The CEB WG is the preparatory phase of the CEB and will prepare training data for ultimate endorsement by the TRA. Issues that cannot be resolved at working level (e.g. a mismatch between the SOTR and SOTT) and areas of risk should be raised for discussion at the CEB. The chair of a CEB WG should be an appropriately delegated representative of the TDA/TRA. Given that the size and length of training activities varies substantially, TRAs/TDAs should use their judgement to determine which rank is most appropriate to chair and attend the WG(s) and highlight this in ToRs.

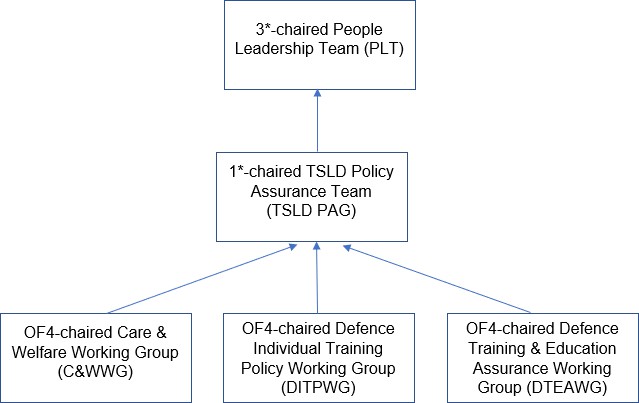
# Governance of Defence Individual Training Policy

## Introduction

1. Equally important to the governance of individual training, is the governance of the policy behind it. This chapter focuses on the governance of developing, implementing, and overseeing Defence Individual Training policy, which can be found within JSP 822. It involves a structured approach to policy creation, maintenance, and enforcement to ensure that Individual Training policies align with Defence’s strategies and goals, and comply with laws and regulations.

## Governance Structure

1. The governance structure of Defence Individual Training policy is relatively straightforward, and like training governance it uses a hierarchical structure.
2. Defence Individual Training Policy can be found in JSP 822, and it is the responsibilities of the organisation Talent, Skills, Learning and Development (TSLD) to develop, manage and maintain JSP 822, and the policies contained within it.
3. Defence Individual Training Policies are owned by SO1s that work within TSLD. The SO1s along with their teams, are responsible for developing and managing their policies on behalf of the Head of TSLD. See section 7.3 for more information on governance stakeholders.
4. To help develop their policies, the TSLD SO1s chair their own OF4-level working groups with representatives from across Defence forming the membership of each group. The Working Groups form the first level of governance on the Defence Individual Training Policy governance structure. See section 7.4 for more information on the working groups..
5. The OF4 working groups are accountable to a 1\*-level governance group called TSLD Policy Assurance Group (TSLD PAG), which is chaired by the Head of TSLD. The TSLD PAG membership contains 1\* representation from TLBs across Defence. See section 7.4 for more information on the TSLD PAG.
6. The 1\* TSLD PAG is accountable to a 3\* chaired governance group called People Leadership Team (PLT) which is chaired by the Chief of Defence People (CDP). The PLT membership contains 3\* and 2\* representation from TLBs across Defence and is the highest-level governance body for Defence individual Training Policy. See section 7.4 for more information on the PLT.
7. The groups mentioned above make up the governance structure of the Defence Individual Training Policy found in JSP 822 and is illustrated in Figure 5.



*Figure 3: Defence Individual Training Policy Governance Structure*

## Governance Stakeholders

1. There are several stakeholders, from across the whole of Defence. who play essential roles in the governance of Defence Individual Training policies. Effective communication and collaboration among these stakeholders are crucial for the successful governance of the policies. Each stakeholder brings a unique perspective and responsibility to ensure that the policies align with Defence’s strategic goals, comply with regulations, and contribute to the development of a skilled and capable Defence workforce.
   * 1. **TSLD Stakeholders**
2. As mentioned in para 3, TSLD is responsible for the Defence Individual Training Policy contained within JSP 822. The Head of TSLD is **People-TSLD-Hd OF6**.
3. Each volume that makes up JSP 822 is owned by an SO1 / OF4 grade member of TSLD, who is responsible for development and management of the policy in their volume(s).
4. Figure 6 displays the TSLD policies that are predominantly linked to individual training, and those individuals responsible for those policies.

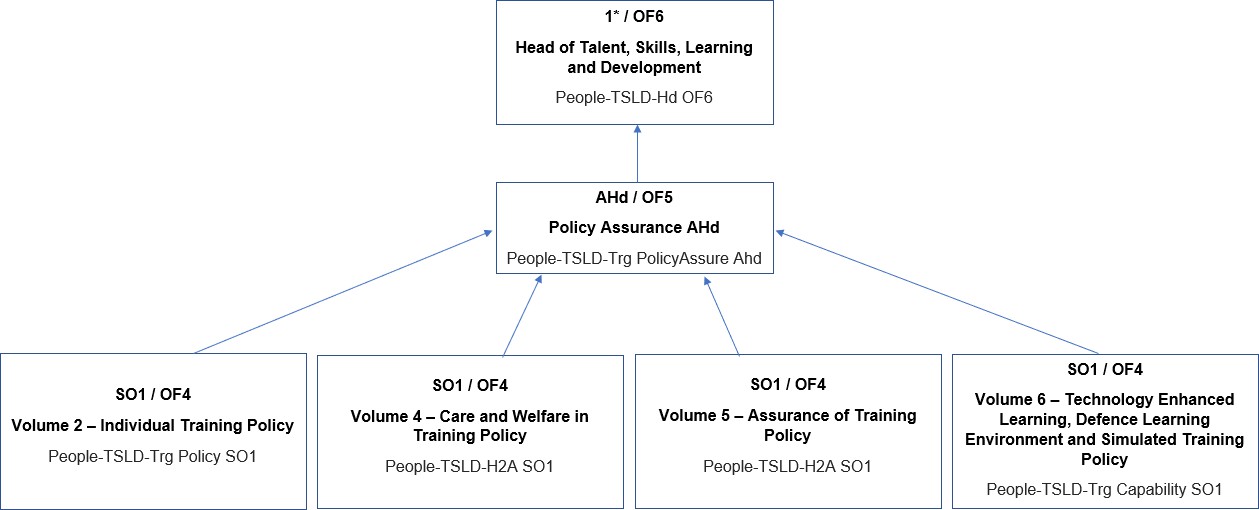


Figure 4:TSLD Roles and Responsibilities (Individual Training only)4

4 As the name suggests, TSLD is responsible for various policy areas in addition to individual training policy. Figure 6 only reflects the main policies linked to individual training, and does not shows all of the policies managed by TSLD, and all of TSLD’s personnel.

## Governance Groups

* + 1. **People Leadership Team (PLT)**

1. The PLT is a 3\* chaired Defence level Board that is chaired by the Chief of Defence People (CDP). It is the highest-level governance body for training issues. Amongst other objectives, the PLT manages training strategic performance and risks, and provides the governance and management of Defence Training and Education.
   * 1. **TSLD Policy Assurance Group (TSLD PAG)**
2. The TSLD PAG is a 1\* Defence level group chaired by Hd TSLD and provides strategic Direction on Defence Training, Education, Skills, Recruiting and Resettlement matters. It is the principal forum for the governance and assurance of such activities throughout Defence.
   * 1. **Defence Level Working Groups (WG)**
3. There are several standing Defence level WGs that assist with policy, assurance and governance of training across Defence.

# Annexes

### A - Suggested Generic ToRs for CEBs

### B - Suggested Format for CEB Agenda

### C - Suggested Format for CEB Risk Management

**Suggested Generic ToRs for CEBs**

**ANNEX A TO**

**DTSM 1**

**2023 EDITION, V1.0**

The purpose of the \*\*\*\* CEB is to provide a mechanism for stakeholders to develop the scale and content of training to match the Defence requirement within the available budget, and in accordance with relevant Defence and sS policies.

**Accountability and Governance**

1. Detail who is accountable to whom as agreed on the TrAD5. Governance of the CEB process ultimately rests with the PLT. Add any additional reporting mechanisms appropriate to the CEB (e.g. contractual relationships, project teams etc).

**Membership**

1. Detail core and representative membership and, as required, to include:
   1. chair6 to be generally provided by TDA (but could be TRA if this is deemed more appropriate).
   2. TRAs7 (clearly identifying who is being represented).
   3. representation from the appropriate sS or Defence policy organisation(s).
   4. additional stakeholders (as appropriate)8.
   5. representative(s) of the SOTR Co-ordinating Organisation(s).
   6. Training Provider(s).
2. It should be clearly articulated exactly who is representing the TRA/TDA and stakeholders. This is especially important for the larger CEBs which may cover a variety of different requirements. Where a Lead TRA, TDA or Training Provider has been nominated, this is to be clearly articulated in the TORs.

**Resources**

1. Identify who holds the resources and financial responsibility. This is important when bidding for additional resources or managing cuts. It is also critical for the governance and assurance of the training.

5 In a Defence training context, if the interests of a sS are not satisfied by the CEB or its Chain of Command, the issue may be pursued through the relevant Principal Personnel Officer (PPO) within extant Defence people governance structures or the TSLD PAG.

6 In all cases, the chair of the CEB should be at a rank that is appropriate to the requirement.

7 If the TRA is a committee, its Chair will represent it at the CEB. To also include contractors.

8 In a Defence training context this will include representatives of sS organisations with involvement in the management of the training pipeline.

**Specific Tasks**

1. It should be clearly stated which requirements and training activities are within the scope of the CEB. During meetings, each CEB must address the 6 core agenda objectives, supported by pre-CEB decision support information. Each objective should be considered on a risk, assumption and issue management basis. The 7 agenda objectives are:
   1. training delivery, including DT.
   2. near-term training requirement (content).
   3. near-term training requirement (Volume).
   4. trainee flow and future requirements (Volume).
   5. DSAT QMS compliance and assurance activity.
   6. injuries in training.
   7. management of risks.
2. Relevant stakeholders should be tasked to provide analysis that includes Distributed Training in order to gain a greater level of assurance of DT at CEB level. The aim is to ensure that SCs and TLBs are assured that all areas of the training pipeline are being managed and governed appropriately and risks are captured where required. Below are suggested questions for CEBs to ask:
   1. How many courses are run and what is the number of trainees attending in this TY?
   2. What is the overall success rate trained in DT (this TY and predicted for next TY)?
   3. What is the overall First Time Pass Rate in DT (this TY and predicted for next TY)?
   4. Which will be your top 5 most resource intensive courses (time/cost/workforce) / how can you reduce costs?
   5. Which courses have an entry test criteria / what is the % that fail the entry test / what is your mitigation?
   6. Which courses were undersubscribed last TY / what is the mitigation this TY?
   7. Which courses had the worst pass rates last TY / what is the mitigation this TY?
   8. Which courses/ iterations had to be cancelled last TY / what is the mitigation and impact this TY?
   9. What % of courses has been subject to audit?
   10. What were the key findings from audit?
   11. How is Good Practice shared?
   12. How are areas of concern communicated?
   13. What are your total numbers of courses vs iterations (ratio shows overall changes in customer demand)?
   14. Are there plans to move any Training from distributed into central locations or vice versa – what are the reasons for such moves, and have they been agreed by all organisations?
   15. What ExVal has been conducted this year? What is planned for next year?
   16. What are the top 3 risks and issues within DT for your organisation?
   17. Were all course iterations delivered iaw the Course specification, especially in terms of time allocated and trainer to trainee ratio?
3. All areas within the CEB are to capture DT within the reporting process in order to gain a true picture of training pipelines i.e. training optimisation, assurance, resources and funding, risk and strategic direction.
4. Each CEB must produce RoDs or an Action Grid and risk register.

**Authority**

1. The CEB is designed as a decision-making forum. If required, the chair must commit to seeking additional direction and guidance which should then be communicated Out of Committee. The chair is authorised to task WGs in pursuance of the CEB’s primary purpose. The CEB has the authority to liaise with other sS and Defence departments as appropriate, and Service establishments in pursuance of its primary purpose.

**Frequency of Meetings**

1. CEBs should normally meet biannually; additional CEB forums and WGs may be called at the discretion of the chair.

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**Suggested Format for CEB Agenda**

1. As a general guide the WG will produce all the information at a lower level and hold detailed discussions whilst the CEB will serve to address Identified risks, assumptions and issues, agree proposed COA and seek further Direction and Guidance as required.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ser** | **Item** | **Possible Outcomes** | **Lead** | **Decision Support Information Reference** |
| 1 | Chair’s opening remarks | Introduce attendees, set the context for the CEB and provide any H&S or domestic instructions | Chair |  |
| 2 | RoDs of last meeting | Confirm accurate record/update on progress since last meeting | Chair | RoDs |
| 3 | Action Grid Review | Confirm the action grid is up-to-date and that allocated actions have been progressed | Chair | Action grid |
| 4 | CEB Objective 1: **Training Delivery** – Report on TY1 and current Training Issues to include trainer numbers, trainer issues (training, volunteers), Methods & Media selection, statistics (Throughput, failure rate, FTPR), infrastructure issues, resource constraints, end of training reports, feedback etc | Summarise TY  Examine whether training is cost-effective and represents VfM Question whether alternative Methods & Media should be considered  Confirm sufficient training resources to deliver SOTT Evaluate statistical trends  Endorsement of the FTS and AStrat | TDA | TY1 report  TY1 SOTT (predicted v actual)  Establishment data DTC returns Training risks Statistics |
| 5 | CEB Objective 2: **Near-Term Training requirement -** (Content) Future requirement and prioritisation | Identify current training requirements changes Identify future developmental requirements Agree and endorse changes to Role PS and FTS  Acceptance of TrAD/Role PS from appropriate TRA Development of appropriate Joint or Defence training activities | TRA | For all training activities where updates are required:  Role PS  FTS (TPS + WTS + RTGS)  TrAD  Developing requirements WG Reports |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 6 | CEB Objective 3: **Near-Term Training requirement** (Volume) – Endorsement of the SOTR for TY 2 (commencing the following Apr) | Consider SOTT against SOTR Identify risk and agree COA Amend TrAD as necessary  Endorsement of the SOTR for TY 2 Clarification on the implications of any future changes to TY 2.  De-confliction of any resource requirements that arise from late notice (less than 12 months from commencement of training) SOTR imbalance by trading SC training priorities against available funding. Report uptake and performance against the SOTT  Retention of an audit trail to show why differences between SOTR and SOTT have occurred | TRA | SOTR - TY 2 SOTT - TY 2 TrAD |
| 7 | CEB Objective 4: **Trainee Flow and Future Requirements** (Volume) – discussion of trainee pipeline flow and initial recruitment to inform predictions for TY 3 and 4 | Consider SOTR against SOTT Identify risk and agree COA Amend TrAD as necessary  Pursue the optimisation of training, including the efficiency of training pipelines  Ensure that appropriate co-ordination is in place between multiple CEBs, where they exist  Consideration (in broad terms) of the training requirements currently predicted for TY 3 and 4 and the anticipated ability to deliver that requirement with the resources available  Report uptake and performance against the SOTT  Retention of an audit trail to show why differences between SOTR and SOTT have occurred | TRA | SOTR – TY 3 and 4 WTS  RTGS |
| 8 | CEB Objective 5: **DSAT QMS Compliance & Assurance activity** | Examine what assurance activity has taken place (InVal, ExVal) Confirm DSAT compliant – when did the last documentation review take place?  Identify risk/agree COA/commit to seeking further Direction and Guidance  Task activity to address concerns (including bespoke WGs). Approve AStrat which should include Remedial Training measures  iaw JSP 822, Volume 2, Chapter 8. | TDA  TRA | 1st party audits InVal reports ExVal reports 2nd party audits Inspections  Ofsted inspections |
| 9 | CEB Objective 6: **Injuries in Training** | Where relevant, identity type and scale of injuries and if required agree appropriate COA  Examine injury trends | Chair | Training Injuries data capture to be provided by SMO |

**Suggested Format for CEB Risk Management**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Impact to Training** | **Likelihood** | | | | | | |
| **7 Extreme**  (will definitely occur frequently) | **6 Severe**  (will definitely occur regularly) | **5 High**  (will definitely occur on occasion) | **4 Mod**  (will probably occur regularly) | **3 Low**  (will probably occur on occasion) | **2 V Low** (likely to occur on occasion) | **1 Minimal** (Unlikely to happen) |
| **6 Total**  (Trg Failure) | 10 | 10 | 9 | 8 | 7 | 6 | 5 |
| **5 High**  (Trg Compromise) | 10 | 9 | 8 | 7 | 6 | 5 | 4 |
| **4 Significant**  (Trg activity Compromised) | 9 | 8 | 7 | 6 | 5 | 4 | 3 |
| **3 Moderate**  (Trg Supporting Effect Fails) | 8 | 7 | 6 | 5 | 4 | 3 | 2 |
| **2 Low**  (Low Impact to Trg activity) | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| **1 Negligible** | 6 | 5 | 4 | 3 | 2 | 1 | 1 |

Frequently = Daily, Regularly = Weekly, On Occasion = Monthly

**ANNEX C TO**

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|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ID of Risk (Step 1)** | **Analysis of Risk (Step 2)** | | | **Plan/Manage Risk (Step 3-4)** | | | | | **Remarks** |
| **Like** | **Imp** | **Risk** | **Proactive Measures** | **Reactive Measures** | **Like** | **Imp** | **Res Risk** |
|  |  |  |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |  |  |

# Document Information

## Document Coverage

This DTSM supersedes all previous DTSMs on Governance of Individual Training The totality of DTSMs included in the DTSMs Suite, of which this document is a part, are listed on the DTSMs SharePoint site

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