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# **JSP 822**

## **The Governance and Management of Defence Training & Education**

### **Part 1**

## **Introduction**



**MINISTRY OF DEFENCE**

**Training Education Skills and Resettlement Division**

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## PREFACE

Joint Service Publication (JSP) 822 – The Governance and Management of Defence Training & Education – brings together key aspects of the governance, management and delivery of Training & Education (T&E) activities within Defence. It is a joint policy that is to be followed in the single Service environment and issued at the direction of the Training & Education Policy Group (TEPG) – a joint committee representing all three Services and the Civil Service within the MOD. Ownership is with Training Education Skills & Resettlement Division (TESR), with maintenance conducted by Defence Centre of Training Support (DCTS), which supports its implementation through the delivery of training, consultancy and assurance visits.

One of the Defence Capability Lines of Development, T&E is a costly and influential activity in support of Defence Operations. The strategic direction for all Defence T&E matters is provided by the Defence Training Board (DTB), which brings together the cross-cutting training responsibilities for DCDS(Pers&Trg), DCDS(Ops), DCDS(Cap) as well as the single Services, Civil Service and other key stakeholders. In an era of extreme pressure on resources and increasing demands on our personnel, there is an even greater imperative to optimise T&E provision. To achieve this demands a thorough understanding of Defence capabilities, requirements and policies; a well designed production, delivery and optimisation model; and robust assurance policy and processes.

JSP822 directly supports the Defence Training & Education Strategy (DTES) by providing policy and guidance that ensures T&E is fit for purpose and provides effective, efficient and economic solutions to meet capability gaps. At the heart of the policy is the Quality Standard (QS), which provides the Assurance Criteria against which organisations will be audited – in sum, if the QS is applied, then the mandated policy has been achieved. Policy associated with meeting this QS is defined within the Defence Systems Approach to Training (DSAT), which provides a systems approach to the management of Def T&E and reflects good practice in the civilian training world. Guidance on recommended ways to implement the QS and DSAT, based on experience and academic theory of learning and training management, is also provided within this JSP to assist managers and practitioners. This guidance aims to encourage coherence across Defence, and forms the basis for DCTS training, but should not stifle innovation or novel approaches that may deliver more optimal solutions, whilst still conforming to the QS.

The Governance and Management of Defence T&E is captured in these fundamental principles:

- Quality Standard (QS). This policy is based on a QS that specifies the requirement for a Training Quality System.
- Systems Approach. T&E is defined, designed, developed and evaluated through an iterative and interactive series of steps leading from the definition of a requirement – this is known as the Defence Systems Approach to Training.
- Effectiveness & Efficiency. The overall aim of adopting a Systems Approach is to deliver training that meets the operational/business need in the most efficient way.
- Implementation of the QS. JSP822 incorporates both policy (mandated) and guidance (recommended). The guidance as to how the QS may be implemented aims to reflect good practice and encourage a Defence approach and thus coherence. However, given the size and diversity of the Department, as long as conformity to the policy and principles here is achieved, organisations have the freedom to choose how to implement the QS locally.
- Through-Life Management. As one of the Capability Lines of Development (LODs), T&E should be managed through-life and be risk & resource aware. Any inability of T&E to meet capability requirements must be identified and risk managed so that capability sponsors and end-users are able to achieve operational effect.
- Stakeholders – ‘customer-supplier’ relationship. The governance of T&E is founded on establishing an effective relationship between the Training Requirements Authority (TRA), responsible for setting and evaluating the requirement for training (sponsor), and the Training Delivery Authority (TDA), responsible for the efficient delivery of training.

# INTRODUCTION TO THE GOVERNANCE AND MANAGEMENT OF DEFENCE TRAINING & EDUCATION

## PURPOSE

1. The purpose of this document is to:
  - a. Specify the governance, policy, processes and procedures that apply to all aspects of the management and delivery of Defence T&E.
  - b. Provide policy and direction to those involved with setting and validating the requirement for training; course design, development and delivery; and all forms of assurance (Part 3).
  - c. Define the Quality Standard (QS) to which training is to be managed and form the basis for any outsourcing contracts for training functions (Part 4).
  - d. Provide recommended guidance to meet the QS to encourage a coherent approach across Defence and be a source of 'good practice' to optimise training across Defence (Part 5).

## RELATED PUBLICATIONS

2. JSP898 (Catalogue of Defence Policies with Impact on T&E); Civilian Workforce Strategy; Defence T&E Strategy (Interim).

## TARGET AUDIENCE

3. JSP 822 directs all Defence personnel accountable for, or with influence over, the delivery of Defence capability, the meeting of performance requirements, or the implementation of Defence policy, for which T&E interventions are required. It applies to all decision makers and practitioners employed in the Regular Forces, the Reserves, MOD civilians, and Industry who are engaged in the derivation and assurance of Defence capabilities or performance requirements, and/or the development, delivery, or assurance of associated T&E interventions.

## POINTS OF CONTACT

4. This re-write of this document is managed by JFC-DCTS-STG SO1, 95237 6179 who should be approached in the first instance with any issues relating to its content.
5. Enquiries concerning the accessibility of this JSP should be addressed to TESR SO2 Gov Pol, DCDS PERS-TESR-GOV-POL SO2, 9621 85940.

## GLOSSARY

6. A glossary of standard terms and definitions associated with Defence T&E is available at [\(link\)](#).

## UPDATES AND CURRENT STATUS

7. JSP822 will be subject to continuous review and update to maintain currency, with the definitive version only available via the Defence Intranet. This update (Issue 2.1, June 12) provides a 'factual refresh' to represent the current MOD structure and organisation and incorporates new policy chapters (Part 3, Chapter 5 & 6), and guidance document (Part 5 Ch 7) that reflects the advances and key role exploitation of Learning Technologies plays in the management and delivery of Defence T&E optimally in the future. Further updates will be provided to: reflect further organisational changes (JFC, changes to Assurance etc); review the QS; review the structure of the JSP; review and update guidance documents (Defence Training Support Manuals (DTSMs), Pt 5 of JSP822).

# JSP 822 – STRUCTURE

