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JSP 822

Part 3: Chapter 6

Training Management Policy

Defence Individual Training Management Information System (TMIS) Policy



MINISTRY OF DEFENCE

Training Education Skills and Resettlement Division

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- ANNEX A: Single Service Points of Contact for TAFMIS-T.**
ANNEX B: Roles and Responsibilities of TAFMIS-T Managers.

INTRODUCTION

References:

- A. 2012DIN07-081 - Training Management Information System (TMIS) Policy
- B. JSP 758: Tri-Service Regulations For The Naming Of Training Course.
- C. JSP 759: Developing and Naming Data in the Competence Area of JPA.
- D. TAFMIS-T Standard Operating Procedures, Applications User Guides, and Workbooks.¹

1. This Chapter contains the Policy that was initially published at Reference A. An effective Individual Training Management Information System (TMIS) and high quality data are essential in order to optimise training pipelines. The Training Administration and Financial Management Information Systems (TAFMIS-T) is a bespoke centralised system that provides the three Services with Defence Systems Approach to Training (DSAT) compliant tools to manage their individual training and to provide the means to extract business intelligence data to enable targets to be measured and improvements to be made. The TAFMIS applications provided allow the users to: analyse jobs; develop courses; schedule courses; manage resources and instructors; manage trainees and evaluate training delivered.

2. TAFMIS-T is Defence's principal TMIS and supports the management of the training pipeline, the development and delivery of training and the full and professional application of the DSAT. TAFMIS-T has the capability to automatically update Joint Personnel Administration (JPA) with details of training history and competencies awarded in training. The footprint of TAFMIS-T users is limited to certain personnel involved in individual training support and management activities in the single Service and Defence training units.

3. JPA is Defence's principal Service Personnel (SP) MIS and the authoritative source of the Service records it contains. Within JPA, the Oracle Learner Management (OLM) system, (also known as JPA Administer Personal and Professional Development (AP&PD)) has limited but nevertheless useful TMIS functionality for course loading, training history and the awarding of competencies. Because of its limited training management functionality, JPA OLM is Defence's secondary TMIS but is the central source where details of all courses attended and competencies awarded to individual SP are held and further utilised. The footprint of JPA extends to all SP.

SCOPE OF POLICY

4. This policy applies to all Navy, Army, Royal Air Force and Joint individual training organisations throughout Defence. This policy focuses on TAFMIS-T users and managers but also covers JPA OLM for those units not provided with access to TAFMIS-T.²

POLICY DIRECTION

5. It is mandated that all organisations in scope for, and supplied with, TAFMIS-T are to use TAFMIS-T to manage the individual training, events, processes and resources of personnel engaged with Phase 1, Phase 2 and Phase 3 training. All other individual

¹ See: <http://artdteams.tafmisweb.tafmis.r.mil.uk/teams/tafmistraining/default.aspx>

² This policy does not cover additional single Service TMISs, which may be used in addition to TAFMIS-T or JPA OLM.

training organisations must, instead, use JPA OLM for course bookings, the recording of competencies and completing training history³. The course naming conventions laid down at Reference B are to be used, where possible, on both TAFMIS-T and JPA OLM. JPA contains the master list of competencies for both systems – new competencies cannot be created in TAFMIS-T. The protocols for naming of competencies are laid down at Reference B.

TAFMIS-T

6. TAFMIS-T is delivered to Defence until Nov 12 using a legacy PFI Service Delivery contract with HP for IT support to Defence. The Service Provider is responsible for delivering the capability specified together with its full service management, including a dedicated helpdesk, accessed via the SPOC. The TAFMIS-T contract is managed on behalf of Defence by ARTD MIS Branch, HQ ARTD Trenchard Lines, Upavon. All change requests and contractor performance management is to be conducted through ARTD MIS. After Nov 12, the TAFMIS-T service will be delivered under a new Service Delivery Contract which will continue to be managed for Defence by ARTD MIS Branch.

7. **TAFMIS-T Managers.** All Defence training sites identified for, or supplied with TAFMIS-T are to appoint a TAFMIS-T Manager. The TAFMIS-T Manager will be the single point of contact for that site and are to follow the Terms of Reference for TAFMIS-T managers at Annex B. Initial nomination of, and any change to, a site's TAFMIS-T manager is to be notified to the relevant TAFMIS-T lead in the appropriate Headquarters. A list of these is shown at Annex A. It is the role of the Service Headquarters to then ensure that ARTD MIS Branch is aware of material changes to agreed service levels.

8. **TAFMIS-T Standard Operating Procedures.** In order to promote a TMIS consistent throughout Defence training, thereby ensuring that practices and data are consistent, all sites are to use the TAFMIS-T Standard Operating Procedures, as published at Reference D, for each of the TAFMIS-T applications. Further detailed information and instructions on the use of TAFMIS-T are available electronically in TAFMIS-T Release Notes, TAFMIS-T User Guides and Business Objects User Guides which are available at Reference D.

9. **TAFMIS-T Desktop Infrastructure Requirement.** TAFMIS-T is designed to be accessed from DII(F) RLI connected infrastructure (desktops and laptops) at current standards. Where DII(F) is not available, RLI connected infrastructure is needed at the current DII(F) desktop standard. Failure to do this may affect the performance of the TAFMIS-T Software. In the event that DII workstations cannot be used, the following minimum specification⁴ of workstation is required for accessing the TAFMIS-T applications:

- RLI Connectivity.
- A PC based product loaded with Office 2003 (note this is specific, a later version will not do);
- One Gigabytes onboard RAM;

³ It should be noted that anybody appropriate on the footprint of JPA can be made a Course Administrator.

⁴ Unfortunately, even with this minimum specification, there is no absolute certainty that it will work reliably on any non-DII infrastructure because testing and configuration has been orientated towards DII infrastructure. Issues affecting this include the active directory, security, printer specifications, as well as hardware specs that impact on TAFMIS.

- Operating System: Windows XP SP3;
- Web Browser: Internet Explorer 6;
- Java Run-Time Environment (JRE) version 1.6-14; and
- Citrix online plug-in – web version 11.2 or greater.

10. **TAFMIS-T Maturity.** Each Service HQ is to manage the maturity of the usage of TAFMIS-T across all sites for which they are responsible. Maturity in the usage of TAFMIS-T is to be assessed on a scale of 1 to 4 where 1 is immature and 4 is fully mature. The default target utilisation within the Fallback units is currently **Level 3** for all relevant TAFMIS-T applications. However, where there are practical constraints that prevent an establishment from using TAFMIS-T at **Level 3**, they should agree an appropriate target utilisation level in consultation with their relevant Service HQ. Maturity model reviews are to be conducted by each Service on, at least, an annual basis and development plans agreed accordingly. Training Establishments are to facilitate assessments by nominating an appropriate officer, at each training establishment, who will be responsible for agreeing maturity model ratings with their nominated Service Delivery Contractor (SDC), Management of Change (MoC)⁵ representative and informing ARTD MIS Branch. The SDC MoC representatives can be contacted through local TAFMIS-T Managers or through the SDC MoC Team Manager.

11. **Training Establishment Orders and Quality Manuals.** In order to ensure consistency of use and compliance with procedures via 1st and 2nd Party training audits, details on the use of TAFMIS-T is to be laid down in the Training Orders and Quality Manual of each training unit.

12. **User Training.** Users are to be TAFMIS-T trained to a level appropriate for their role. Users may be granted access to TAFMIS-T prior to attending TAFMIS-T training, but they are required to complete the relevant courses within 3 months of appointment. If a user fails to complete training within the prescribed time, their supervising TAFMIS-T Manager will be notified that system access will be withdrawn from that user until such training is completed successfully. Descriptions, dates and booking procedures for TAFMIS-T Courses can be obtained from their respective TAFMIS-T Managers.

13. **TAFMIS-T Change Management, Communities of Interests (COI) and Good Practice.** Steady state TAFMIS-T Change Management, COI and Good Practice is to be managed for Defence by the TAFMIS-T Project Steering Group. This Group, under an agreed Chair, will include appropriate representation from each Service's Training Headquarters and Training Policy Directorate, the DITM/Future-TMIS Programme Director and Hd ARTD MIS Branch. Each application within TAFMIS-T is to have a COI which will operate on a mix of SharePoint/MOSS and face-to-face meetings, facilitated by ARTD MIS Branch and supported by the TAFMIS-T SDC.

TAFMIS-T MODULES

14. **Course and Student Administration (CA).** Essential management information is gathered by the system from CA users dealing with such areas as On Course Administration, Student Administration and Trainee Tracking. These functional areas provide managers with visibility of trainees from recruitment through to assignment to the

5. The TAFMIS-T contract includes the provision of user support from the SDC. This is provided by Management of Change representatives as described in paragraph 12.

FLCs equipped for operations. Consequently, this application, including the Trainee Tracking function, is to be fully implemented by training establishments as a first priority.

15. **Training Analysis Developer (TAD).** TAD supports the DSAT course design process in Training Requirement Authorities (TRAs) and Course Design Cells (CDCs) at training establishments. Given the effort involved in migrating to TAD, CDCs must liaise with TRAs to prioritise the migration to TAD. TAD will automatically populate fields throughout the course folders, such that as the TRA migrates courses, the CDC will be able to access TAD course documentation. Consequently, all training units are to aim to use TAD in its entirety as soon as possible. It is recognised, however, that the migration of large quantities of legacy information into TAD by Training Development Teams (TDTs) and CDCs new to TAFMIS-T will be challenging. As a result, the SDC will be available to assist in the MOC process where needed.

16. **Course Module Editor (CME).** The CME links key, designated, resources to course elements. This provides information on the resources used for training, with a forward projection of resource requirements and, potentially, costs. An important aspect of CME is that it enables the capture of information necessary to improve management of resources, balancing their use to achieve greater efficiency. CME also provides links into courses to automate internal validation. As a minimum, training establishments are to show each course in sufficient detail to support an accurate assessment of the utilisation of instructors and those key resources with a significant associated cost. The design of courses that call on several different, costly, resource types for different lessons, will need to be prioritised for production in more detail. Data input in CME provides automatic inputs to other applications – for instance, it is essential to identify the ‘test’ elements in course templates in order to allow the ‘Assessment and Validation’ application to function.

17. **Planning and Scheduling Tools (PST).** Training establishments are to implement PST. To meet the minimum requirement for use, the current year’s ‘schedule’ must hold a programme of courses with associated start and end dates, as well as associated key resources. This enables student administration, internal validation and instructor/resource management to be accomplished using TAFMIS-T. In addition, skeleton schedules must be created as far into the future as is required to support ‘Trainee Tracking’ assignments and ‘Recruit Allocation Planning’.

18. By fully utilising PST training establishments will be able to:

- a. Manage resource conflicts after courses have been scheduled.
- b. Find the best dates for courses based on the course template and availability of resources.
- c. Schedule non-course activities.

19. **Resource Management.** The resource management module is to be used. Training establishments are to use TAFMIS-T to define those resources that make a significant contribution to costs and are of greatest importance and utility to their own schedulers and resource managers. The Service and Joint individual training HQs are to work together to ensure and deliver standardisation of naming of resources to enable balancing and sharing of key resources across Training Groups, Commands and Services where this is sensible.

20. **Instructor Management.** Training establishments are to enter instructor details in TAFMIS-T and use the facility to manage instructors. TAFMIS-T supports the management of instructors in relation to training duties and also non-training activities.
21. **Course Assessment and Course Validation.** The Course Assessment and Course Validation Modules provide the functionality to manage question banks, exams and statistics, and to create questionnaires and must be implemented. The scanning software enables the automated input of answer sheets. The applications support Internal Validation (InVal), a key component of DSAT.
22. **External Validation.** The TAFMIS-T module that supports External Validation (ExVal) is called Course Validation. External validation is the responsibility of the TRAs. Where available to TRAs, they are to use this module. The primary purpose of ExVal is to determine the impact on performance after training activity and, therefore, the validity of the training in preparing individuals for their operational role. It measures changes in the behaviour of individuals as a result of a training activity and how well the enhancement of knowledge/ skills/ attitudes has prepared individuals for their role. Findings from ExVal may be used by the TRA during Needs Analysis in the review of the OPS.
23. **Business Objects.** Business Objects is the reporting software that enables the extraction of day to day reports and management information from TAFMIS-T which can then be published on SharePoint/MOSS. Business Objects must be used to prepare any reports on TAFMIS-T data in order to a) minimise the need for duplicating and/or re-keying data and b) support the Defence intent of establishing “one version of training truth”. Training units are to utilise only a small cell of Business Objects writers, in order to minimise the proliferation of one-off reports. Similarly, at the Headquarters level a small information cell is needed to address the information needs of the Headquarters. Reporting protocols and needs will be promulgated the respective Headquarters, consistent with a common approach across Defence.
24. **SharePoint/MOSS.** The output of Business Objects reports is to be converted into PDF, Word or Excel documents which will be published to designated SharePoint/MOSS sites appropriate to the customers for the reported information. In this way, the actual allocation of Business Objects ‘writer’ and ‘reader’ licences can be kept to a minimum.

INFORMATION SYSTEMS AND DATA

25. **System Interfaces.** The TAFMIS-T application suite is an integrated design intended to support all the principle functions of recruitment, training design and administration. Data entered into TAFMIS-T is shared amongst several systems including TRHJ, TAFMIS-T, JPA and Enhanced Management Information System (EMIS). All of these systems rely on the timely and accurate input of data to ensure the underlying processes work correctly and accurate management information is available. The system interfaces have been developed to support the concept of “enter data once, use many times”. This means that some of the data captured throughout recruitment and training is passed to JPA to be recorded on an individual’s record of service, enduring throughout their entire career.
26. **Data Exchange.** Data is exchanged between the following key systems:
- a. TRHJ. This captures data supporting the process steps in recruiting. This data is passed forward to TAFMIS-T and also triggers the creation of a JPA record.

b. TAFMIS-T.

(1) TAD. The TAD provides a mechanism for creating, storing, amending and linking the data required for course analysis and design. TAD supports the DSAT process from organising the results of a job analysis through to developing a full instructional specification. At the relevant stages, approvals and authorisations are available to support the exchange of information between Training Requirement Authorities and Establishment Course Design Cells. Data from TAD is used in Course Module Editor (CME).

(2) CME. The CME provides functionality to design a course and define the duration, timing, content, resource and instructor requirements. Data created in CME is used in Scheduling, Instructor and Resource Management and assessment and validation.

(3) CA. CA includes functionality to administer courses and students, manage resources, instructors and accommodation and conduct trainee tracking and pipeline management. Data is exchanged between these functions, with TRHJ, scheduling, CME and JPA.

(4) PST. PST supports the process of adding the correct number of courses to a schedule in order to meet the Statement of Training Task (SOTT) based on the Statement of Trained Requirement (SOTR) for each training year, while satisfying the teaching requirements of all courses within the resources available. Data from PST is exchanged with the CA application.

(5) Course Assessment. This supports InVal through the use of question banks, exams, statistics and scanning software. Results are displayed in CA applications.

(6) Course Validation provides functionality to Course Design Cells and TDTs to create and scan questionnaires in support of Course Evaluation and External Validation.

c. JPA. Personal details, course information, qualifications and competencies are exchanged between TRHJ, TAFMIS-T and JPA.

d. Business Objects. This is a reporting tool that supports day to day reporting and management information reports.

e. EMIS. This extracts a pre-determined sub-set of the data entered by users of the systems described above and is used to provide coherent management information.

27. **Integration with other systems.** The integration between TAFMIS-T and other systems means that any changes to the implementation, or use, of one could have an impact on the others. As a consequence, any changes need to be considered carefully and must be authorised by the appropriate Headquarters and, where necessary, at the Programme level. Unless otherwise agreed with either NCHQ, HQ ARTD or 22(Trg) Gp respectively, training establishments and those with whom they interact are mandated to use all relevant TAFMIS-T applications. This will allow management of:

- a. Performance against Key Targets and Key Performance Indicators at each of the HQ, Service and Defence levels.
- b. Statistics on trainee status (including phase, awaiting training, under training, loss to training, training history, successful completion, number of failures etc), together with Trainee Tracking for pipeline management.
- c. Information about courses (loading against SOTR/SOTT, success rates, course length and content).
- d. Instructor and Resource status, availability and utilisation.

28. **Data Quality.** It is essential that organisations actively monitor and manage data quality so that the full benefits of TAFMIS-T and EMIS can be realised. Examples of data elements that have a major impact on the veracity of the organisations' data include Candidate Nationality, Ethnic Background, Service and Cap Badge, CEQ, Service Name, Course Name and Duration. Inconsistent data such as candidate 'Enlistment Date' being after 'Training Start Date' also undermine data quality. This information is used for performance reporting and to influence training policy. Any inaccuracies or missing data may lead to miscalculations. In order to monitor the quality of data held in TRHJ and TAFMIS-T, training establishments are to implement a system of validating the data entered into the systems and include this in their Training Quality Manual. When instances of duplicate records, incorrect service numbers and records assuming a previous state (i.e. trainee marked back on site by TAFMIS-T after being marked off site, or data entered by site, which is then overwritten by TAFMIS) users are to raise a helpdesk call⁶. Further action may require the submission of an RFC and sites are to follow the current guidelines laid down by the HQ ARTD TAFMIS-T Service Manager.

29. **Responsibilities for Data Quality.** Within each Service's individual training headquarters, a post is to be nominated to take overall responsibility for TAFMIS-T data quality. Within each individual training group and unit, a 'Data Champion' is also to be appointed with overall responsibility for data quality. Across individual training at all levels, the active monitoring and management of data quality is to take place so that the full benefits of TAFMIS-T can be realised.

⁶ The TAFMIS-T help desk number may be displayed on the computer desk top. After migration to DII, users will need to contact the DII Single Point of Contact (SPOC) on 0870 600 8910.

SINGLE SERVICE POINTS OF CONTACT FOR TAFMIS-T

ROYAL NAVY

Point of contact for policy issues:	Point of contact for operational issues and for TAFMIS-T Managers:
SO2 DITM Navy Command Headquarters MP 3-3 Leach Building Whale Island Portsmouth Hampshire PO2 8BY Tel: 93 832 5720 DII: FLEET-FOST-TA DRITM SO2	SO3 TMIS OPS Navy Command Headquarters MP 3-3 Leach Building Whale Island Portsmouth Hampshire PO2 8BY Tel: 07827 307100 DII: FLEET-FOST-TA SO3 TMIS OPS

ARMY

Point of contact for policy issues:	Point of contact for projects issues:
SO2 Information Exploitation (IX) ARTD Ops Branch Building 370 Trenchard Lines Upavon, Pewsey SN9 6BE Tel: 94344 5758 DII: ARTD-RTIC-IX-SO2	SO2 TAFMIS ARTD MIS Branch Building 370 Trenchard Lines Upavon, Pewsey SN9 6BE Tel: 94344 8256 DII: ARTD-MIS-Apps Training SO2
Point of contact for TAFMIS-T Managers and all three Services on Service Management issues:	TAFMIS IT Security Officer:
SO2 Service Mgr ARTD MIS Branch Building 370 Trenchard Lines Upavon, Pewsey SN9 6BE Tel: 94344 8887 DII: ARTD-MIS-Service Mgr SO2	SO2 Info ARTD MIS Branch Building 370 Trenchard Lines Upavon, Pewsey SN9 6BE Tel: 94344 8288 DII: ARTD-MIS-Info Sy SO2

ROYAL AIR FORCE

Point of contact for policy issues:	Point of contact for projects issues and for TAFMIS-T Managers:
SO3 Trg Pol HQ 22(Trg) Gp Room 4, Hunter Block RAF High Wycombe Buckinghamshire HP 14 4UE Tel: 95221 6534 DII: 22TrgGp-TrgPol SO3	SO3 Trg Pol HQ 22(Trg) Gp Room 4, Hunter Block RAF High Wycombe Buckinghamshire HP 14 4UE Tel: 95221 6534 DII: 22TrgGp-TrgPol SO3

ROLES AND RESPONSIBILITIES OF TAFMIS-T MANAGERS

Note: it is not intended that these roles and responsibilities constitute the TOR for a job.

TAFMIS Managers shall:

- Act as the AUTHORITY authorised premise/unit point of contact for the provision of the TAFMIS service for the duration of the contract. At larger Premises where several Units are co-resident it is likely that more than one TAFMIS Manager may be appointed.
- The nominated TAFMIS-T manager is to inform the TAFMIS Help Desk of their contact details, TAFMIS log-on and area / unit of responsibility.
- Inform the TAFMIS Help Desk of permanent and temporary hand over of responsibilities.
- Advise the AUTHORITY's Service Manager of permanent or temporary changes of appointment.
- Oversee local service management issues, trouble-shooting and the monitoring of local service usage.
- Support the unit / premise Business Change Lead.
- Be the focal point for contingency and disaster recovery actions.
- Ensure that Service Management and other TAFMIS procedures are followed at the Premise.
- Administer account / password issues for TAFMIS users at the Premise.
- Monitor incidents and other help calls for their site/unit and advise the AUTHORITY's Service Manager of such problems if they are not cleared up quickly.
- Allocating staff to training vacancies notified by HP and ensuring attendance of those nominated.
- The timely distribution of course joining instructions provided by HP.
- Ensuring the timely attendance of new staff / new TAFMIS users on training courses required for their level of access.
- Ensure users are able to access ARTD SharePoint pages relevant to TAFMIS users.
- Ensure Users understand the access to the TAFMIS Helpdesk service via the SPOC.

- Provide a site conduit to ARTD TAFMIS Service Management team, the TAFMIS ITSO and the TAFMIS Project / Requirements Mangers in ARTD MIS Branch.
- Manage all site Requests for Change (RFC) and Non-Chargeable Requests for Change (NCRFC).
- Ensure users are able to access TAFMIS Training SharePoint pages with access to User Guides, release notes and other reference and training material.
- Ensure the site or unit for which they are responsible is appropriately represented at TAFMIS Mangers briefings and Application Communities of Interest (COI).

Routine Assistance: For day to day help and advice there are 3 elements of support as follows:

- The HP dedicated Management of Change (MOC) site representative who will report to the TM every time they visit the training unit, this will ensure a good working relationship is maintained.
- The TAFMIS Helpdesk.
- The ARTD MIS team for Service Management; contact details below. This is primarily for situations where the TM feels the HP support provided is not solving a particular issue.

Points of Contact:

- TAFMIS Help Desk: contact via the DII SPOC.
- ARTD Service Manager Cell:
 - ARTD MIS SO2 Service Mgr and POC for these TOR. Email: ARTD-MIS-ServiceMgrSO2@mod.uk Tel: Civ 01980 618887; Mil 94344 8887.
 - ARTD MIS SO3 Performance Coord. Email: ARTD-MIS-PerformanceCoordSO3@mod.uk) Tel: Civ 01980 618062; Mil 94344 8062.
- Also within ARTD MIS Branch are the Authority TAFMIS-T Change / Requirements POCs: Tel 94344 8256. Email ARTD-MIS-AppsTrainingSO2@mod.uk and Tel 94344 5751. Email ARTD-MIS-DITMAdvisor@mod.uk.