

## CHAPTER 3 – ASSURANCE AND EVALUATION

### Reference:

- A. JSP 822 Part 3 Chapter 3. The Assurance of Individual Training and Education.
- B. JSP 822 Part 4. The DSAT Quality Standard.

### Introduction

1. The delivery of CLM training and education (T&E) is subject to routine assurance and evaluation to confirm the programme remains operationally relevant and fit-for-purpose in accordance with References A and B.

### 2. Definitions:

a. **Assurance:** activity that provides confidence to key stakeholders<sup>1</sup> at all levels that T&E is conducted such that learning is effective and meets the operational need, and that it is conducted in accordance with endorsed policies.

b. **Evaluation:** the process of making a judgement as to the worth of training to an organisation. It allows an organisation to monitor the impact of T&E and assess what has been achieved, whether it was effective and how this has contributed to the achievement of an organisations goals and targets. A specific subset of evaluation is the process of validation, which examines whether or not the processes and products of T&E meet requirements

### 3. Aim. Assurance and evaluation processes and procedures are to ensure CLM T&E is:

- a. Efficient – T&E must make most efficient use of resources, in terms of both time and cost.
- b. Focused – T&E should be focused on operational goals and the trained output should be able to perform their job competently.
- c. Flexible – The T&E must be responsive to a change in circumstances.
- d. Effective - The T&E process and product must match the employment need.

### 4. Evaluation and strategy. This Evaluation Strategy:

a. Allocates specific evaluation roles and responsibilities for each stage of the CLM programme.

b. Includes a feedback mechanism to ensure that the currency and validity of the CLM programme is maintained.

c. Provides clear communication and strategic direction for the evaluation of training.

d. Provides a framework to:

- (1) Ascertain whether training is meeting the needs of the Army.

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<sup>1</sup> e.g. The individual, the chain of command, the Army and external accreditation bodies.

- (2) Identify the emerging needs of the Army.
- (3) Ascertain whether training is being delivered efficiently and effectively.
- (4) Quantify the learning transfer achieved by a training activity.
- (5) Identify a consistent baseline against which to measure benefits.
- (6) Identify whether over training is occurring.

### Responsibilities

5. **Training Requirements Authority (TRA).** DTrg(A) is the TRA for CLM; the TRA being responsible for:

a. Overall programme evaluation and assurance through the Soldier Career Training and Education Working Group (SCTE WG), reporting to the Army Career Development Executive Committee (ACDEC). The Army Inspectorate (AInsp) also provides assurance that DTrg meets its role as TRA through a review process.

b. In accordance with Reference B, the TRA will establish routine ExVal of all parts of CLM, whether this is embedded, distributed or centrally delivered. The TRA is to establish with Training Delivery Authorities (TDAs), mechanisms to assure compliance with the standards, including training standards, assessment standards and instructor competence and qualification set out in the endorsed CLM JNCO, SNCO and WO CTPs. Evaluation summaries are to be provided every six months using the template at Annex C. Assurance of compliance and quality improvement plans/actions are to be made available by TDAs to the TRA on request. The TRA will require access to all TDAs and their delivery units in execution of this assurance and evaluation activity. All such access will be cleared through the appropriate CofC.

6. **Training Delivery Authorities (TDAs).** The Capability Directorates are TDA for Parts 1 and 2; the Directorate of Educational Capability (D Ed Cap) is the TDA for Part 3 courses. The TDAs are responsible for internal validation (InVal) and the delivery of the TPS. This responsibility may be delegated to training providers (eg ARTD Operating Divisions/schools, units or Defence Training Establishments (DTE)) but authority remains with the TDA. The TDA is responsible for evaluation and assurance of their own elements of the CLM programme through their respective Customer Executive Boards (or equivalent).

### Evaluation and assurance of individual CLM course components

7. **PNCO CLM.** PNCO CLM, which may be embedded in other training, is delivered on a distributed or centralised basis.

a. Capability Directorates, as TDA, are to establish routine InVal of both distributed and centrally delivered PNCO CLM. In accordance with Reference B, Capability Directorates are to establish mechanisms to assure compliance with the standards by TDAs, including training standards, assessment standards and instructor competence and qualification set out in the endorsed CLM PNCO Course Training Plan (CTP).

- b. Evaluation summaries are to be provided every six months using the template at Annex C. Assurance of compliance and quality improvement plans / actions are to be made available by TDAs to DTrg(A) on request.
8. **Part 1 CLM (JNCO, SNCO and WO).** Part 1 JNCO, SNCO and WO CLM is delivered either centrally or as distributed training and may be embedded in other training.
- a. TDAs are to establish routine evaluation of Part 1 CLM, in accordance with Reference B, whether this is embedded, distributed or centrally delivered.
- b. A&SDs are to establish mechanisms with delivery schools and units to assure compliance with the standards, including training standards, assessment standards and instructor competence and qualification set out in the endorsed CLM JNCO, SNCO and WO CTPs.
- c. Evaluation summaries are to be provided every six months using the template at Annex C. Assurance of compliance and quality improvement plans / actions are to be made available by TDAs to DTrg(A) on request .
9. **Part 2 CLM (JNCO, SNCO and WO).** Part 2 (Induction) is delivered in units and routine 'end of course' InVal is not applicable.
10. **Part 3 CLM (JNCO, SNCO and WO).** Part 3 (Professional Development) courses are centrally delivered by the Army Education Centres (AEC). In accordance with Reference B, D Ed Cap is to establish routine InVal of Part 3 CLM.
- a. D Ed Cap is to establish mechanisms to assure compliance by the AES with the standards, including training standards, assessment standards and instructor competence and qualification set out in the endorsed CLM JNCO, SNCO and WO CTPs.
- b. Compliance with the requirement is the responsibility of the CofC of the supporting AEC. This compliance must be assured to the TRA and is subject to audit and inspection by D Ed Cap and to evaluation by the TRA. D Ed Cap, as a TDA is subject to audit and inspection by the Army Inspectorate.
- c. Evaluation summaries are to be provided every six months using the template at Annex C. Assurance of compliance and quality improvement plans/actions are to be made available by TDAs to DTrg(A) on request.

### Proponents' responsibilities

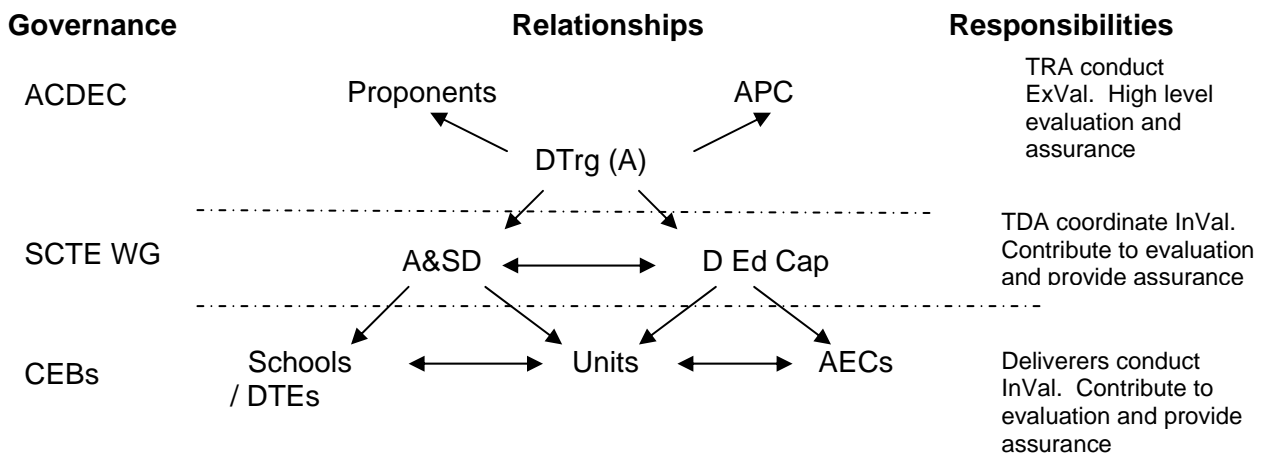
11. CLM Proponents, identified at Annex G to Chapter 1, are required to maintain the currency of CLM teaching material as part of the ongoing assurance and evaluation process. In early June annually, proponents will be supplied with the CLM ISpecs by DTrg(A). They are to review the materials for which they are responsible, and submit proposed amendments for approval by the CLM WG subject to resource constraints. Once authorised, proponents will then be required to submit updated training to DTrg(A) for promulgation to TDAs, within one month of CLM WG authorisation.

### Governance

12. Governance of assurance and evaluation of CLM is to be conducted in accordance with the training management system set out in Reference B.

- a. Top level governance is exercised by the Army Career Development Executive Committee (AC DEC)
- b. Middle level governance is exercised by the Soldier Career Development Training and Education Working Group (SCTE WG) chaired by AD ITrg with TDAs and subject proponents as standing members. This body, whose TORs are at Annex A, will normally meet annually. It is supported by the CLM Training Development Working Group which meets on a six monthly basis; it's Terms of Reference being at Annex B.
- c. Low level governance of CLM delivery in Schools and DTEs (predominantly Part 1 CLM) is exercised by the TDAs through their Customer Executive Boards (CEB) (or equivalent).
- d. Low level governance of CLM delivery in Units (predominantly PNCO and Pt 1 CLM) is to be exercised through functional direction<sup>2</sup> from the Capability Directorates. Where possible this should follow the same model as that established for vocational apprenticeship provision through the Army Work Based Learning (AWBL) Commanding Officers' Groups (COG) or equivalent.
- e. Low level governance of CLM delivery through the AECs is exercised through functional direction from D Ed CAP.

13. The governance relationships are shown below:



Annexes:

- A. Soldier Career Training and Education Working Group Terms of Reference
- B. CLM Training and Development Working Group Terms of Reference.
- C. CLM Evaluation Summary.

<sup>2</sup> Functional direction is not a formal command state but is the specific and specialist direction given to co-ordinate the effective execution of functional duties and tasks to create the desired effect.

## **SOLDIER CAREER TRAINING AND EDUCATION WORKING GROUP (SCTE WG) – TERMS OF REFERENCE**

**Report to:** Army Career Development Executive Committee (ACD EC)

**Authority:** Acting on behalf of DTrg(A) as the Training Requirement Authority

**Frequency:** At steady state – annually

**Membership:** SO1 level representation by Training Development staff and Training Policy staff from organisations that set the training requirement and that deliver generic soldier training:

- AD ITrg/PD DTrg(A) - Chairman
- SO2 Sldr Trg Pol DTrg(A) - Secretary
- SO1 Pol / Plans DTrg(A)
- SO1 Ops D Ed Cap
- SO1 Trg Dev DTrg(A)
- Training Proponents<sup>1</sup>
- Training Delivery Authorities: ITG, ARTD Ops 2 and Capability Directorate training policy staff
- OC TDT DTrg (A)

### **Terms of Reference:**

- Endorse amendments to the OPS for Phase 1 and CMS training
- Review and direct SCTE Activity relating to Phase 1 and CMS training
  - Setting of Training Requirement<sup>2</sup>
  - Designing Training
  - Delivering Training
  - Evaluation of Training
- Review and direct changes to Phase 1 and CLM Training Policy resulting from
  - Input from Internal Validation
  - Lessons learned
  - External validation
  - Mission Specific Training
  - Interface with other career development courses
  - Links to Collective Training
- Endorse changes to the CLM Policy Handbook and associated publications
- Coordinate links to other professional military education
- Provide recommendations for action to ACD SG where agreement cannot be reached within committee

<sup>1</sup> AGAI Vol 2 Ch 56 Annex B Appx 1

<sup>2</sup> SOTT management will continue to be managed by the Individual Training Working Group

**CLM TRAINING DEVELOPMENT WORKING GROUP (TDWG) – TERMS OF REFERENCE**

**Report to:** Soldier Career Training and Education Working Group (SCTE WG)

**Authority:** Acting on behalf of DTrg(A) as the TRA

**Frequency:** At steady state – every 6 months (April and October)

**Membership:** *Desk Level representation by Training Development Staff and Training Policy Staff from organisations that set the training requirement and that deliver training.*

- SO2 Pol / Plans Sldrs DTrg(A) - Chair
- CLM Analyst - Sec
- OC TDT DTrg (A)
- SO2 AES Ops D Ed Cap
- SO2 Trg Dev DTrg (A)
- Capability Directorate training policy staff
- Training Development Teams
- Delivery Units – by exception

**Terms of Reference:**

- Coordinate CLM Training Development Activity
  - Setting of Training Requirement
  - Revise training against changes to OPS resulting from
    - Lessons learned (LWC)
    - Internal Validation
    - Mission Specific training
    - Interface with other courses
    - Links to Collective Training
  - Delivering Training
  - Evaluation of Training
- Review CLM Training Policy
- Maintain coherence with other career development education
  - Officer Education
  - Other Service CLM training
- Provide recommendations to SCTE WG and subsequently to AC DEC

**CLM EVALUATION SUMMARY –**

**To be completed by Arms and Service training policy staff, as at 30 Sep and 31 Mar and submitted by e-mail to DTrg(A) TDT (Army Trg-ITrg-TDT-E1) by 15 Oct and 15 Apr.**

**Course Description**

1.

**Course Instances and Throughput**

- 2. The following courses and throughput occurred during the period
  - a. PNCO: courses with a total throughput of
  - b. JNCO: courses with a total throughput of
  - c. SNCO: courses with a total throughput of
  - d. WO: courses with a total throughput of

**Training Management**

- 3. The following changes have been made to the A&S Training Management System to ensure that courses conform to DTrg(A) and D ED CAP direction .
- 4. The following courses were visited by the TDA / TDT during the period

Course Type	Unit and Location	Date	Names of TDA /TDT representative

**Policy Issues**

5.

**Evaluation Summary**

- 6. **Perception of Course.**
  - Summary of Student and Instructor Feedback
- 7. **Course Effectiveness.**
  - How well are the students learning / pass rate etc?

**Areas for Improvement / Change**

8.

**Changes Made**

9.

**Changes That Require TRA Authority**

10.

**Summary**

11.

Name  
Appointment  
Telephone No