

# INFORMATION

## THE FUTURE OF COMMAND, LEADERSHIP AND MANAGEMENT (CLM) TRAINING IN ROYAL SIGNALS

- by Lt Col DG Proctor SO1 Trg Pol

The diagram shows the new route to be adopted from April 2008.

### INTRODUCTION

In 2006 the Army Planning and Resources Committee (APRC) in MOD initiated a review into Soldier Career Trg and Education, better known as RoSCTE. The study team, based on the then DITrg staff at Upavon and closely supported by DETS(A), A&SDs and Defence Trg Establishments (DTE), had clear direction. That was to capture the precise Individual Trg requirement after years of overspends, excessive risks and failure to provide new trg. Stage 1 was an audit of individual career trg and education. From that report of September 06, the APRC identified where trg needed to be enhanced or made more efficient and laid the rules for Stage 2.

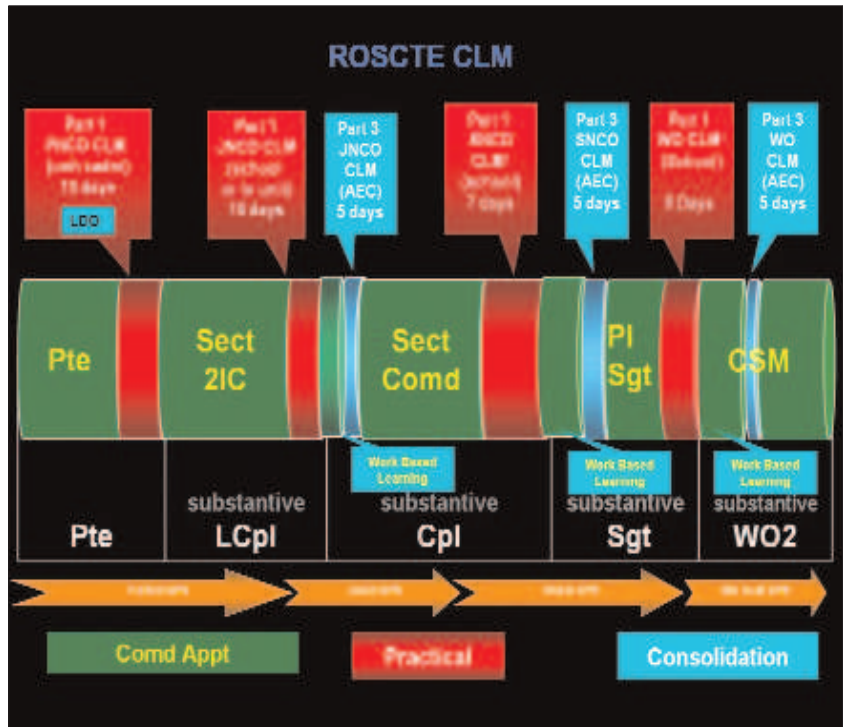
Stage 2 was a review of a number of options to adjust current trg, specifically within Leadership, Driver Trg, Phase 1, TA Trg, Return on Investment of long courses, current Career Groups, Evaluation, Basic Skills, Accreditation, Blended Trg and of course, the ability to resource and implement change. That report was published in July 2007. We are now in Stage 3, Implementation. Understandably not everything can be done at once and ACGS has set 3 priorities to be dealt with immediately: leadership, driver trg and Phase 1 trg. For those in the Field Army, the Phase 1 change is a 14 rather than 12 week course and more focus on Basic Close Combat Skills (BCCS), changes brought about from our experiences on Ops TELIC and HERRICK. For the Corps, licence acquisition is retained at Phase 2, although there are some interim measures to support more numbers at Leconfield that will affect some of the Corps, both individuals and Units.

The major change will be to leadership, currently delivered for the majority of the Corps, Regular and TA, by attendance on the JNCO, SNCO and WO modules at 4 Sqn, 11 Sig Regt or in a local AEC when selected for promotion. In short these are the major changes:

- A mandated Potential NCO course (PNCO) will be introduced for those selected for promotion to LCpl.
- There will be a greater operational focus. Development of BCCS will be the norm.
- It will be values based leadership.
- There will be improved Cultural Awareness.
- Coaching and Mentoring skills will be developed.

### THE CLM CHANGES

The Corps is well poised. On the introduction of CLM trg in 2004, we added a Field Command Course. Much of the content of each of the courses developed by the HQLF Trg Div Trg Development Team exists already in our joint CLM/FCC which many of you will have attended. The major changes are associated with the introduction of the PNCO, shorter AEC modules and Work Base Learning phases that come prior to the AEC module. That aspect is also not new to the Corps, as we use workbooks for Class 3 – 2 and as Part 1 of Class 1 courses. In addition, the betterment of BCCS, Values, Cultural Awareness, and Coaching and Mentoring of subordinates.



The table shows the Implementation dates:

Level	Promotion Board Announced	Promotion Year Starts	Current A&S & AEC courses cease	New A&S & AEC courses start	EC Workbook available
PNCO	Oct 08	1 Oct	N/A	1 Apr 08	N/A
JNCO	Aug 08	1 Oct	31 Jul 08	1 Aug 08	1 Jun 08
SNCO	Jun 08	1 Oct	30 May 08	1 Jun 08	1 Mar 08
WO	Feb 09	1 Apr	31 Jan 08	1 Feb 09	1 Nov 08

What are the questions, issues and concerns that spring to mind? Without adopting a full blown Q&A process, I hope the following will allay any fears and provide most of the answers:

- To manage the process for the Corps, HQ SOinC(A) has set up a CLM WG to introduce the changes. It met in November 07 and February 08. POC is Trg Policy Branch.
- For the trg gurus, HQLF Trg Div TDT have developed the OPS, FTS, ISPEC and ASPEC to make the course Defence Systems Approach to Trg (DSAT) compliant. Actual course design has been passed to A&SD and DTEs, in our case DCCIS and 4 Mil Trg Sqn.
- The course lengths shown above do not equate to our own interpretation. Where we agree with PNCO and WO, the JNCO



and SNCO will remain 20 and 15 days respectively for Royal Signals. The former includes the 5 day DIT module.

- Individuals who have completed any of the modules on changeover, A&S or AEC, do not repeat the new equivalent module, only attend what they are missing.
- The workbooks for Work Based Learning are to be requested from AECs by the Unit on the return of an individual from the A&S module and are a prerequisite to start the new AEC module.
- Loading onto the JNCO, SNCO and WO course will continue to be done by MCM Div Royal Signals Soldiers Wing. For AEC modules it is a Unit responsibility to request a vacancy.
- The intent by HQLF Trg Div for the TA CLM is to revise the present JNCO and SNCO courses in early 08 with introduction in 2009. Royal Signals opinion is that re-alignment should take place parallel to the Regular courses being changed. This will be our aim. Note that the TA will have no workbook or AEC module.
- We will run a joint Regular and TA WO cadre, starting in January/February 09. The TA will be provided additional, relevant modules as required during that phase.
- NCOs will be given substantive rank on completion of the A&S module and if a pass is achieved. If some remedial trg is required it will be conducted in Units after which substantive rank will be given.
- After the success of 2007, 4 Sqn will run a JNCO and SNCO Lower Medical Category (LMC) course in the September/October annually for the Regulars. This will not be adopted for the PNCO and WO. The policy for the TA is yet to be defined by HQLF Trg Div.
- The first Regular PNCO course will be run by 4 Sqn in DCCIS for the first course of the new Comm Sys Engrs. This will be a

permanent requirement to train soldiers leaving Phase 2 as LCpls. Those that are LMC will complete a course within 6 months in a Field Unit selected to run this trg.

- All those soldiers in Field Units selected for LCpl will attend from October 08 a course at one of the Royal Signals Unit Centres of Excellence chosen to host the course. There will be 2 in Germany, and for UK, 2 in the North and 2 in the South. Loading will be done either by Soldier Wg, HQ SOInC(A) or Units. This is yet to be confirmed.
- The Royal Signals TA PNCO will also be 10 days long but split into 6 days of weekend and evening modules and 4 days of mil trg on the Unit Annual Camp.
- A revised CLM Policy Handbook with a specific Royal Signals Annex and details on Assessment, Reporting, Remediation, Evaluation and Accreditation, is being developed and will be published before April 08. The changes will also be briefed to current CLM courses, on MCM Div Roadshows and to key courses/conferences at DCCIS.

## SUMMARY

The timelines are tight but we are well placed because of current course lengths and content, and the excellent work by DCCIS to deliver the course design and support the distributed PNCO module. Individuals should benefit from more relevant trg in better co-ordinated modules. There are no additional hurdles and most importantly, we will continue to retain parity where possible between the Regulars and TA. Finally, like all things new in Defence, this all comes with a small health warning. Some adjustments will be made but all the key stakeholders in the Royal Signals chain of command will remain engaged with developing this policy and introducing the changes.

# MOVEMENTS

## OFFICERS OCTOBER 2007

<i>Name and Rank</i>	<i>Unit to which posted</i>
<b>Capt CG Jackson</b> .....	22 Sig Regt

## OFFICERS NOVEMBER 2007

<i>Name and Rank</i>	<i>Unit to which posted</i>
<b>Capt RM Dilnot</b> .....	30 Sig Regt
<b>Capt JVB Thomson</b> .....	1(RBY) Sig Sqn (SC)(V)

## OFFICERS DECEMBER 2007

<i>Name and Rank</i>	<i>Unit to which posted</i>
<b>Capt PC Asplen</b> .....	RSS
<b>Capt S Bill</b> .....	30 Sig Regt
<b>Capt M Eastbrook</b> .....	PJHQ-J3
<b>Capt SL Goldsmith</b> .....	22 Sig Regt
<b>Capt EJ Greenwood</b> .....	OCE_ISAF
<b>Capt HJP Hebblethwaite</b> .....	PJHQ-J6
<b>Capt KL Oldridge</b> .....	ATR Pirbright
<b>Capt JAM Watt</b> .....	7 Sig Regt
<b>2Lt HH Barter</b> .....	2 Sig Regt
<b>2Lt EA Holmstrom</b> .....	21 Sig Regt
<b>2Lt CM Karumba</b> .....	3 (UK) Div
<b>2Lt SJ O'Toole</b> .....	16 Sig Regt
<b>2Lt KJ Richardson</b> .....	22 Sig Regt
<b>2Lt EM Thomas</b> .....	16 Sig Regt
<b>2Lt S Tucker</b> .....	14 Sig Regt (EW)
<b>2Lt RG Tudhope</b> .....	2 Sig Regt
<b>2Lt CL Van Der Merwe</b> .....	1 (UK) Armd Div Sig Regt
<b>2Lt ES Vickers</b> .....	14 Sig Regt (EW)
<b>2Lt ME Williams</b> .....	16 Bde HQ & Sig Sqn
<b>Lt LH Champion</b> .....	AFC Harrogate

## OFFICERS JANUARY 2008

<i>Name and Rank</i>	<i>Unit to which posted</i>
<b>Maj P Whitehouse</b> .....	31 Sig Regt
<b>Capt PA Buckley</b> .....	2 Sig Regt

<b>Capt L Griffiths</b> .....	16 Sig Regt
<b>Capt JKR Hawkins</b> .....	RSS
<b>Capt S Howe</b> .....	GCS IPT
<b>Capt M Jones</b> .....	G6 CBM HQ Land
<b>Capt DJ Kelly</b> .....	38 Sig Regt (V)
<b>Capt CG Milne</b> .....	22 Sig Regt
<b>Capt IJ Peers</b> .....	7 Bde HQ & Sig Sqn
<b>Lt SLR Gray</b> .....	10 Sig Regt
<b>Lt CSE Moody</b> .....	DE&S-CCU

## OFFICERS FEBRUARY 2008

<i>Name and Rank</i>	<i>Unit to which posted</i>
<b>Lt Col G Pickersgill</b> .....	2 Sig Regt (Temp)
<b>Maj Sj Whytock</b> .....	J6CBM
<b>Capt JS Farrow</b> .....	HQ SOInC(A)- CSD
<b>Capt PA Leach</b> .....	Bowman SST(G)
<b>Lt ASA MacIntyre</b> .....	AFC

## OFFICERS MARCH 2008

<i>Name and Rank</i>	<i>Unit to which posted</i>
<b>Capt D J Corcoran</b> .....	2 Sig Regt
<b>Capt GM Dorrington</b> .....	10 Sig Regt
<b>Capt RA Lowe</b> .....	OCE - MND (SE)

# RETIREMENTS

## OFFICERS JANUARY 2008

<i>Name and Rank</i>	<i>Date</i>
<b>Wardle - Capt AF Wardle</b>	16 Jan 08

## OFFICERS MARCH 2008

<i>Name and Rank</i>	<i>Date</i>
<b>Gaul - Maj DC Gaul</b>	26 Mar 08

