

2014

British Army CLM Programmes



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BRITISH ARMY CLM PROGRAMMES

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PART ONE: INTRODUCTION

1.0 Introduction

This article outlines the general policy concerning the delivery of the British Army's Command, Leadership and Management (CLM) programme. Command, Leadership and Management are defined¹ thus:

- **Command:** Command is a position of authority and responsibility to which military men and women are legally appointed. Leadership and management are the key components in the successful exercise of command. Successful management is readily measured against objective criteria but commanders are not leaders until their position has been ratified in the hearts and minds of those they command.
- **Leadership:** Military leadership is visionary. It is the projection of personality and character to inspire those they command to do what is required of them. Skill in the techniques of leadership is the foremost quality in the art of command and contributes very largely to operational success. There is no prescription for leadership and no prescribed style of leader. Military leadership is a combination of example, persuasion and compulsion dependent on the situation. It should aim to transform and be under-pinned by the ethos of Mission Command and a balance of military qualities and skills. Successful military leaders are those who understand themselves, the organisation, the environment in which they operate and the people that they are privileged to lead.
- **Management:** Management is a facet of command. It is about the allocation and control of resources (human, material and financial) to achieve objectives. Management requires the ability to deploy a range of techniques and skills to enhance and facilitate the planning, organisation and execution of the business of defence. A successful commander combines these management skills with those of leadership to achieve the desired outcome.

1.1 The CLM Programme

The CLM programme provides generic training and education (T&E) for all promotion to lance corporal, corporal, sergeant and WO2. Operational Performance Statements (OPS), for Potential NCO (PNCO), JNCO, SNCO and WOs, describe the generic tasks that must be performed by soldiers at a given rank. The OPS also specify the conditions under which the tasks will be undertaken and the standards that are to be achieved. These are further detailed in Instructional Specifications (ISpecs) published on the CLM website.

1.2 Aim

The aim of CLM T&E is to develop NCOs and WOs capable of executing effective command, leadership and management in all conditions, to be role models for their subordinates, and contribute to team ethos and operational effectiveness.

¹ Soldier Management – A Guide for Commanders.

PART TWO: THE CLM COURSE

2.0 PNCO Training

All those selected² for promotion to the rank of Lance Corporal are to undertake PNCO CLM training. It is delivered through a single part, pre-substantiation course, normally delivered through distributed training at unit level, under the direction of Capability Directorates. Instructional Specifications (ISpecs) are published by the Directorate of Training (Army) (DTrg(A)). Further details are provided at Appendix A to this article.

2.1 Training for JNCOs, SNCOs and WOs

The CLM Programme for JNCOs, SNCOs and WOs is delivered in three parts:

- Part 1 provides pre-substantiation T&E;
- Part 2 supports the WO and NCO in their new appointment (Army Workplace Induction Procedures (WIP)); and
- Part 3 is a Professional Development course run at Army Education Centres (AECs).

More details are provided at Appendices B, C and D to this article.

2.2 Part 1 (Substantiation) T&E

Part 1 of the CLM Programme provides pre-employment T&E for those selected for promotion to the rank of Corporal, Sergeant and WO2. Substantive promotion is dependent on the individual achieving competence in the critical Training Objective (TO) No 1 - Command and Lead. Chapter 5 of the British Army's CLM Policy Handbook describes how each Arm and Service (A&S) delivers this T&E:

- The CLM Training Performance Statements (TPS) describe the minimum elements that are to be completed. A&S may include additional T&E where the generic CLM OPS does not meet their Special to Arm (StA) Operational Performance Statement (OPS) or Competency Frameworks (CF).
- The Part 1 T&E programmes are delivered under A&S arrangements either in ARTD Operating Groups or Defence Training Establishments (DTEs), or on a distributed basis in field force units. Where possible, CLM Part 1 T&E is integrated into career or trade courses. The Capability Directorates are responsible for ensuring that individual A&S deliver Part 1 CLM courses in accordance with ISpecs published by DTrg(A).
- A&S may deliver CLM Enabling Objectives (EOs) earlier in a soldier's career than specified by the CLM Formal Training Statement (FTS). Where this is the case, A&S are not to duplicate T&E delivered elsewhere. Individuals must still be subject to summative assessment where appropriate. The supporting A&S Course Training Plans (CTP) must highlight where enabling objectives have already been completed.

² Dependent upon individual A&S policy, private soldiers 'recommended and otherwise qualified for promotion' may attend PNCO CLM training. Details are contained in the relevant Annexes to Chapter 5 of the British Army's CLM Policy Handbook.

2.3 Part 2

Part 2 supports the NCO and WO in their new appointment. It consists of a limited amount of training delivered in context, in-unit. It should be carried out in conjunction with the workplace induction procedures outlined in *2013DIN07-124 Army Workplace Induction Procedures* and should be completed within 3 months of assuming a new appointment.

2.4 Part 3 (Professional Development)

Part 3 (Professional Development) develops the individual's knowledge and skills, as required at their substantive rank, in areas identified in *'The Basics of 21st Century Land Warfare'* dated 01 October 2010 and subsequently in the "Skill at Information" *FDT/2/1/1/2* dated 21 July 2011. It is delivered at an AEC, in an all-Arms environment, using a Formal Training Statement developed by Directorate of Educational Capability (D Ed Cap) and approved by DTrg(A).

2.5 CLM Progression

The generic CLM pipeline is shown in Figure 1:

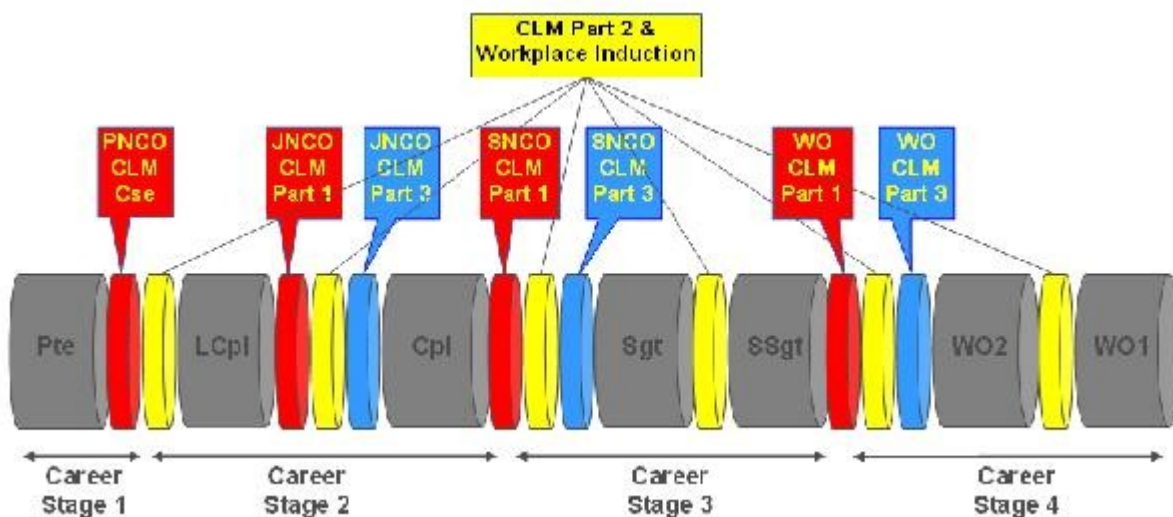


Figure 1: Generic CLM Pipeline

2.6 CLM Content

The CLM T&E programme is progressive and incremental. It develops NCOs and WOs in eight areas, relevant to their rank:

1. **Command and Lead:** the CLM programme will improve soldiers' leadership abilities through the development of character, intellect and professional competence. Students will practise how to command a team, section or platoon, including leading, supervising or monitoring Basic Close Combat Skills (BCCS); *The Basics of 21st Century Land Warfare* dated 01 October 10. Students will develop a practical and operationally focussed approach to Values and Standards (V&S).

2. **Develop Subordinates:** students will learn the importance of creating a constructive professional climate in order to promote subordinate development. They will also learn how Army V&S contribute to team building and will undertake workplace instructor development.
3. **Manage Activities:** students are to be taught how to assess a situation, plan a task and implement a plan in barracks and/or in the field. This element also includes responsibility for Safety Health and Environmental Protection (SHE).
4. **Perform Duties:** students are to practice the role and associated duties of each rank in accordance with Career Employment group (CEG) requirements.
5. **Communicate effectively with peers, subordinates and seniors:** students will learn to communicate effectively by reading, listening (receipt of orders), speaking (verbal briefing/orders), group discussion and writing (note taking).
6. **Improve Own Learning and Performance:** students will develop different learning styles and utilise IT in support of personal administration.
7. **Lead Individual and Team Training:** Students will support, deliver, plan and co-ordinate team training.
8. **Operate within UK Defence Policy:** the military knowledge component of the CLM package reflects the requirement for all NCOs and WOs to understand the Contemporary Operating Environment (COE). This component will also consider the international security environment across the mosaic of conflict and the impact of the media and how it affects the COE.

2.7 Descriptions of CLM courses

Appendices A to D of this article contain further information on course eligibility, entry standards, selection and loading, pertinent to each level of the CLM programme. The necessity to complete the relevant CLM T&E and the timeframes for completion apply equally to soldiers subject to time promotion and those selected through the promotion board process.

2.8 Completion of T&E with a Specified Timeframe

CLM is designed specifically to prepare individuals for their new rank and the greatest value can be obtained from the training if it is completed early. Those selected for promotion are to undertake CLM T&E within a specific timeframe:

- **PNCO and Part 1 (Substantiation):** courses are to be completed within 12 months of the start of the promotion year for those informed of their selection for promotion prior to the start of the promotion year³ For those selected during the promotion year from reserve lists, the CLM Part 1 course must be completed within 12 months of the date of assuming their post in the higher rank, if after the start of the promotion year⁴.
 - Any soldier holding acting rank who does not complete the necessary T&E within the approved timeframe is to revert to their substantive rank. They will no longer be considered as selected for promotion and will not be eligible for attendance on CLM Part 1 courses until re-selected by a subsequent promotion board, in competition with all others eligible in their rank.

³ Normally through the MS Soldiers Centralised Promulgation of Promotion Results.

⁴ Exceptionally, owing to the time required to complete flying training, AAC SNCO Pilots are to undertake this training within 2 years.

- Where, in exceptional circumstances beyond the individual's control, a NCO or WO fails to complete the critical enabling objectives within this time-frame, an extension may be granted in blocks up to 6 months by the relevant Colonel MS Soldiers.
- **Part 2 (In-unit Training):** is to be carried out in conjunction with the WIP and should be completed within 3 months of a soldier commencing employment in the selected rank; it is not necessary for a soldier to complete Part 1 before Part 2.
- **Part 3 (Professional Development):** courses should be completed within 12 months of Part 1.

2.9 Selection and Loading

Selection and loading is to be undertaken as follows:

- **Part 1 courses:** Those NCOs closest to filling an appointment on promotion are to be given priority during course loading. PNCO and Part 1 (Substantiation) CLM courses are to be loaded under individual A&S arrangements as specified in Chapter 5 of the British Army's CLM Policy Handbook. The Regimental Career Management Officer⁵ (RCMO) is to sign the A&S course application form at Appendix E to this article. Individuals are not to commence this T&E unless they meet pre-course criteria including mandatory training and literacy and numeracy qualifications.
- **Part 3 courses:** Units are responsible for bidding for vacancies on Part 3 CLM (Professional Development) courses. Each individual is to identify three course instances over a six month period:
 - The RCMO is to sign the Part 3 (AEC) course application form at Appendix E.
 - AECs are not permitted to load NCOs and WOs on Part 3 unless Part 1 and Part 2 have been completed (including any remediation).
 - AEC course loading will reflect the need for individuals to complete the Part 3 course within 12 months of achieving substantive promotion. Priorities are to allocated are as follows:
 - Priority 1: those with up to 18 month seniority in rank.
 - Priority 2: those with up to 30 months seniority in rank.
 - Priority 3: those with more than 30 months seniority in rank.
 - Priority 1A: In exceptional cases Priority 1A can be awarded by the Army Personnel Centre (APC) for those who may otherwise be career fouled through not attending CLM Part 3. Priority 1A will take preference over Priority 2 and 3. RCMOs and Career Managers should note that a Priority 1A will not guarantee a place on a specified course at a particular AEC and that it may be necessary for the soldier to travel to another AEC to complete Part 3.

⁵ Where the unit is not established for an RCMO, this task is to be completed by an officer or WO appointed by the CO to undertake Soldier Career Management responsibilities.

PART THREE: ENTRY STANDARDS

The generic entry requirements to attend CLM courses are shown in Appendices A to D of this article. Where A&S have additional requirements, these are shown in the pertinent Appendix to Chapter 5 of the British Army's CLM Policy handbook. Where an individual is found not to meet these requirements as part of pre-course checks, they are not to be permitted to start the course.

3.0 Literacy and Numeracy Skills

Soldiers are required to be at a minimum standard in Literacy and Numeracy as set out in *British Army's Literacy and Numeracy Policy dated February 2012*.

Soldiers are not to start CLM Part 1 or Part 3 unless they hold literacy and numeracy qualifications at the requisite national levels. From 01 April 2014, soldiers must hold these qualifications in order to be considered for promotion.

Table 1: Literacy and numeracy requirements for CLM Part 1

Benchmark	Literacy ⁶	Numeracy
Eligible for attendance on JNCO CLM and substantiation as Corporal. From 01 April 2014, required for consideration for promotion.	Level 1, GCSE Grades D-G or equivalent qualifications	Level 1, GCSE Grades D-G or equivalent qualifications
Eligible for attendance on SNCO & WO CLM and substantiation in rank. From 01 April 2014, required for consideration for promotion	Level 2, GCSE Grades A-C or equivalent qualifications	Level 2, GCSE Grades A-C or equivalent qualifications

Units are to ensure that soldiers without the mandated literacy and numeracy qualifications are directed to the local AEC and are given the specialist support required to meet the minimum standards. Details of the required literacy and numeracy qualifications and acceptable alternative awards are at Appendix F.

3.1 Fitness

Soldiers attending PNCO and CLM Part 1 courses are assessed in their ability to lead BCCS⁷; this is a critical element of the training and is physically demanding. The minimum fitness requirements are outlined in Appendix J and in the Special to Arm Appendices to Chapter 5 of the British Army's CLM Policy Handbook. The physical requirements are derived from the Training Performance Statements approved by Capability Directorates for each individual A&S. Procedures to be followed for those graded less than Medically Fully Deployable (MFD) are set out in Appendix J.

Where the soldier is unlikely to be capable of completing BCCS training within the promotion year, the soldier's unit is to notify the appropriate MS Soldiers branch at the APC, seeking an extension, which may be granted in 6 month blocks, to a maximum of 12

⁶ Those soldiers designated as having English for Speakers of Other Language (ESOL) needs by a BSDM at the local AEC are to hold (ESOL), FS (English) or Standard Learning Profile qualification at the required level.

⁷ Less AMD Deployment Category 2 personnel. i.e. Biomedical Scientists, Clinical Physiologists, Dental Hygienists, Dental Technicians and Health Care Assistants.

months. Should the soldier be unable to complete BCCS training by the end of this period, they are to lose any acting rank, are no longer considered selected for promotion, and are to be reassigned accordingly.

Exceptionally, where a soldier is selected for promotion into a role which does not require him to be deployed on operations, a case for exemption from BCCS training may be made by the CO, through the respective APC Career Manager, to SO1 Soldiers Directorate of Manning (Army) (DM(A)). If approved, the individual may be promoted without completing BCCS training but having completed all remaining elements of CLM.

3.2 Mandatory Annual Training Tests

The default requirement for Mandatory Annual Training Tests (MATTs) is Level 1, achieved in the previous 12 months. However, in order to prevent nugatory training (i.e. training of little value), individual A&S have been granted authority to tailor the course input requirement for MATTs. Any deviation is to be set out in the Special to Arm Appendix in Chapter 5 of the British Army's CLM Policy Handbook and should be clearly stated in course joining instructions.

3.3 Information Technology (IT) Training

All attending CLM courses are to have completed Basic IT Skills training. Corporals are to have completed Self-Service Employee e-learning whilst SNCOs and WOs are to have completed Self Service Manager e-learning available on Joint Personnel Administration (JPA).

PART FOUR: ASSESSMENT, RECORDING, REPORTING AND REMEDIATION

4.0 Background

Chapter 2 of the British Army's CLM Policy Handbook contains a detailed guide to CLM assessment, reporting and remediation⁸.

The aim of the CLM assessment strategy is to confirm whether students are competent in a range of criteria that reflects their future generic roles in each rank.

Individual competence is to be assessed against the eight core themes listed at Section 1.7. For each training objective the soldier will be graded either 'Competent' or 'Not Yet Competent' (NYC). Those who are graded NYC in the "Command and Lead" element, are deemed to have failed the course and are to attend another course. Where soldiers do not achieve competence in other elements of the course they are to undertake remediation in unit (Section 4.2). Such remediation is to be achieved within the Promotion Year for Part 1 courses, and within 6 months for Part 3 courses

The Course Director is to produce a report for every student attending PNCO CLM or Parts 1 and 3 of the CLM course; see Chapter 2, Appendices A and B of the British Army's CLM Policy Handbook.

The following qualification definitions apply:

- **Complete:** a soldier who has been assessed as Competent in every training objective in the PNCO course or all three parts of the JNCO, SNCO and WOs CLM course. The link between completion of CLM, substantive rank and qualification for promotion is further explained in Appendices A to D to this article.
- **Competent:** a soldier who has achieved the required standard in an individual training objective.
- **Not Yet Competent:** a soldier requires remediation T&E and reassessment to achieve the required competence in a training objective. Until the soldier is assessed as 'competent', they may be recommended for further promotion but will not be considered by subsequent promotion boards.

4.1 JPA Record Keeping

Chapter 2 of the British Army's CLM Policy handbook describes JPA action on completion of CLM.

4.2 Remediation

The Remediation Plan shown at Appendices B and C to Chapter 2 of the British Army's CLM Policy handbook is to be completed under the direction of the Learning Development Officer (LDO)/1st Reporting Officer (1RO) where the necessary standards are not met. The remediation requirement is to be included as an objective on the soldiers JPA record. Where a soldier is assessed as NYC on CLM Part 1, units are responsible for arranging the appropriate T&E, under the 1RO, to bring the individual up to the required standard and to report of successful completion to the training delivery Course Director. Those assessed

⁸ Remediation: post-course remedial action required to achieve competence.

as NYC on CLM Part 3 may require further remediation action from either the LDO or the 1RO to complete the remediation plan.

4.3 Return to Unit

Army General and Administrative Instructions (AGAI) 67 action is not to be undertaken where a soldier is Return to Unit (RTU) because of a failure to meet course input standards, illness, operational or compassionate reasons. The Commanding Officer (CO) is to consider Major Administrative Action under AGAI 67 should a soldier be RTU, due to inappropriate action or behaviour during a CLM course.

PART FIVE: ACCREDITATION

The CLM 2008 programme has been accredited by a range of civilian institutions, such as the Chartered Management Institute and the Institute for Leadership & Management, which offer opportunities for NCOs and WOs to achieve nationally recognised vocational, professional and academic qualifications. Several options are available to meet the needs of all soldiers. All these schemes are elective and will attract fees from the relevant Awarding Bodies.

The benefits of accreditation are:

- **Professional and Personal Development:** accreditation of CLM is a crucial component of the British Army's Whole Life Development (WLD) strategy. Personal development not only supports professional development, as part of a soldier's career management requirements, but also provides individuals with opportunities to gain qualifications and awards through accreditation of education, training and experience acquired in the Army.
- **Recruiting and Retention:** the opportunity to gain valuable civilian qualifications during Army service is an important factor in the decision to enlist. Accreditation options are placed at key career stages in order to recognise the additional expertise and experience gained. Therefore, the quality and value of accreditation increases in proportion to length of service. British Army personnel should be confident that their leadership and management skills are recognised with credible and sought-after qualifications.
- **Resettlement:** acquiring recognised civilian qualifications and awards during a service career offers clear advantages during the resettlement process. The options detailed in this chapter are valued by industry and will make an important contribution to any Curriculum Vitae (CV).

Each level of CLM offers different accreditation options. Some of these qualifications have been fully mapped to CLM 2008 and require no additional study; others require varying amounts of additional work to be completed depending on the level of the award. It should be noted that where an award has been fully mapped, Learning Credits cannot be used. The use of Learning Credits is permissible where additional study is required.

Full details of accreditation opportunities are available via the Accreditation page on the D Ed Cap [website](#).

PART SIX: SUSTAINING THE CLM PROGRAMME

Responsibilities for sustaining the CLM Programme are as follows:

6.0 Training Requirements Authority

DTrg(A), as the Training Requirements Authority (TRA) for CLM, represents the end-user of the trained output. DTrg(A) carries out the following functions:

1. Derives and maintains the OPS.
2. Agrees the Formal Training Statement (FTS)⁹ in conjunction with D Ed Cap and Capability Directorates; publishes ISpecs and ASpecs for PNCO and Part 1 Courses.
3. Measures the achievement of the OPS through the co-ordination and management of External Validation.
4. Monitors T&E delivery through internal validation (INVAL) summaries and liaison visits to training units.

6.1 Training Delivery Authorities

Training Delivery Authorities (TDAs) are responsible for ensuring that T&E is delivered in accordance with the agreed FTS and that quality assurance regimes are in place for distributed T&E courses. They are to provide evidence of T&E trends through production of a CLM Evaluation summary sent to Directorate of Training, Training and Development Team (DTrg(A) TDT) on a six monthly basis (see Chapter 3, Appendix C to the British Army's CLM Policy handbook) and provide annual completion statistics on all CLM courses.

- Capability Directorates are the TDA for PNCO CLM and for the JNCO, SNCO and WO Part 1 courses.
- D Ed Cap is the TDA for all Part 3 CLM courses.

6.2 Training Providers

AECs, ARTD Operating Groups, DTEs and units act as Training Providers and are responsible for the delivery of T&E to the agreed FTS.

6.3 Proponents

To ensure that the training material delivered across the whole CLM programme remains valid proponents have been identified for individual subject areas. The list of CLM subject proponents and their responsibilities can be found at Appendix G¹⁰.

⁹ The FTS details the training required to achieve the OPS and forms the basis of the agreement between the TRA and the training providers about what training objectives will be achieved (in terms of Performance, Conditions and Standards) and where the training will be conducted. It consists of the TPS (training objectives to be achieved in the formal training environment), Workplace Training Statement (training objectives to be achieved following assignment in post) and the Residual Training Gap Statement (the difference between the totality of the formal training delivered and the OPS).

¹⁰ Proponents identified in Annex B of AGAI Volume 2, Chapter 56.

PART SEVEN: ADMINISTRATION AND WELFARE

7.0 Administration

Training deliverers are responsible for the administration of CLM programmes. The detailed administrative processes are covered in Appendices A to F and are outlined in the flowcharts at Appendix H. There are four core 'appointments' that have specific CLM responsibilities:

- **Course Director:** the 'Course Director' is an officer or WO in the school, unit or AEC¹¹, responsible for the delivery of CLM Part 1 or Part 3 courses. Course Directors have delegated authority from the TDA for assuring the T&E delivery and assessment standards.
- **Assessor:** are individuals, nominated by the Chain of Command, who have the technical and professional competence to certify performance at the level and to the standards expected in rank particular to CEG (as appropriate).
- **1st Reporting Officer (1RO):** the 1RO is to supervise the individual completing the in-unit training element of the CLM programme. 1RO has the key role in coaching and mentoring individuals on the WIP and are to monitor progress in completing the various elements of CLM through the annual reporting regime. 1RO is also key to the completion of all remediation plans when necessary.
- **Learning and Development Officer (LDO):** the LDO is a professionally qualified education officer responsible for teaching Professional Development (CLM Part 3) within AECs and acting as an educational advisor to units. LDOs will support remediation and may also support infantry PNCO cadres, other Arms' PNCO training and Part 1 courses where capacity allows.

7.1 Welfare

Training providers and units share a responsibility for soldier welfare.

- Units are to inform training providers about welfare matters concerning a soldier attending CLM T&E.
- All soldiers are to be formally interviewed by the relevant course officer to ascertain whether they have any welfare, discipline or medical/injury problems.
- Those attending PNCO CLM training and CLM Part 1 courses are to be provided with ready access to welfare staff.
- Some elements of CLM training result in significant levels of stress. Training deliverers are to ensure that soldiers are effectively supported during such training.

¹¹ This is to be a commissioned Officer or Warrant Officer nominated by the CO.

PART EIGHT: AEC SUPPORT AND REMOTE OUTSTATIONS

Individuals posted to remote outstations will not have access to direct LDO support. Units are to arrange support for literacy and numeracy skills development as follows:

- HQ BFFI units: All HQ BFFI units are supported by the LDO of the deploying Infantry Battalion.
- BATUS units: All personnel on the BATUS permanent staff are supported by 30 AEC at Woolwich.
- Other Units: Individuals posted to all other units, e.g. those in embassy appointments, Loan Service or BMATT members will be supported by 30 AEC at Woolwich.

PART NINE: TRANSITIONAL ARRANGEMENTS FROM CLM 2004

Since the introduction of CLM 2008 there have been a number of significant revisions and additions to the programme, many of which have been included to meet specific legal requirements. As a result, the original transition arrangements that were in place for those who had completed CLM 2004 have been withdrawn. All NCO and WO promotions must now be supported by completion of the relevant CLM 2008 T&E.

PART TEN: APPENDICES

Appendix A

PNCO CLM TRAINING

A1.0 General

PNCO CLM training is a mandatory requirement; completion is required by all soldiers selected for promotion to Lance Corporal. It is designed to equip soldiers with the generic skills required of a Lance Corporal. The training, shown at Table A1, below, is delivered on an A&S basis through a minimum 8-day course. Training is normally to be delivered on a distributed initial training course¹² utilising ISpecs produced by DTrg(A) which are available on the CLM website. Further A&S specific details are provided in Chapter 5 of the British Army's CLM Policy handbook.

A1.1 Entry Standards

Soldiers should not attend PNCO CLM training unless recommended and otherwise qualified for promotion. The default requirement for MATTs 1-9, is to pass at level 1 in the previous 12 months, but this can be adjusted by the relevant Capability Directorate¹³. The minimum medical fitness requirement is shown at Appendix J to this article. Ideally, PNCO students will be at Level 1 in literacy and numeracy, however this is not mandated.

A2.0 Linkage to Substantive Rank, Appraisal Reports and Further Promotion

Soldiers informed of their selection for promotion prior to the start of the promotion year¹⁴ must complete the critical command and leadership elements (E.O. 1.1 and 1.5) of the PNCO CLM course before the end of the promotion year in which they are promoted¹⁵. For those selected during the promotion year from reserve lists, PNCO CLM must be completed within 12 months of the date of assuming their post in the higher rank, if after the start of the promotion year. Should the individual achieve those critical elements within the allotted timeframe, seniority in the substantive rank should be backdated to the date of initial appointment.

Soldiers who leave specialist (Phase 2) training as a Lance Corporal should complete PNCO training prior to arrival in their first unit. Where this is not possible, the soldier is to assume the appointment in acting rank and PNCO CLM training is to be completed within 6 months.

Capability Directorates may specify other training in which a soldier must be competent prior to being awarded substantive promotion. Where an individual has been assessed as Not Yet Competent in those EOs, the soldier is not to be substantively promoted until a remediation plan is completed and the individual assessed as Competent by their CO. The successful completion of these critical EOs is to be entered on JPA by the unit delivering

¹² Exceptionally soldiers leaving Phase 2 courses as Lance Corporals and AGC SPS and CAMus soldiers undertake PNCO CLM training at their Arms and Service school.

¹³ Individual Capability Directorates may vary the MATTs requirement, informed by the actual requirements of the course rather than arbitrarily demanding 100% Level 1 pass. This is to be clearly articulated in the STA Appendix and course joining instructions.

¹⁴ Normally through the MS Soldiers Centralised Promulgation of Promotion Results.

¹⁵ Some A&SD do not select and promote in accordance with the Harmonised Soldier Year. Soldiers in these A&S must complete the critical command and leadership elements within 12 months of selection for promotion.

the PNCO course, using the course code shown in Chapter 2, paragraph 12 of the British Army's CLM Policy handbook.

Extensions may be sought from the relevant Colonel MS soldiers at the APC where soldiers, through no fault of their own, fail to complete the critical EOs within the specified period.

Should soldiers fail to complete the critical elements by the end of this period, they are to be reduced to their substantive rank, considered no longer selected for promotion, and may be re-assigned accordingly.

A3.0 Deployment on Operations

An unqualified soldier may only deploy on operations in the acting rank of Lance Corporal on completion of pre-deployment training (PDT) in that rank and having been formally assessed and recorded as competent by the CO. The individual will be required to complete the critical elements (see A2.0) of the PNCO CLM course prior to being granted substantive rank of Lance Corporal.

A4.0 Appraisal Reports (AR)

Individuals who have assumed acting rank are to have their annual appraisal report (AR) written in their substantive rank. The AR should make clear in the main text that the soldier is holding the acting rank of Lance Corporal awaiting completion of CLM. Recommendations for promotion should be made to the rank of Corporal. If an acting Lance Corporal is required to revert, the soldier should be reported upon as a Private soldier with the AR commenting that part of the reporting period was spent in the acting rank of Lance Corporal and explain the reasons for reversion to the lower rank.

A5.0 Remediation Arrangements

Remediation of TOs, which is to be defined by the Course Director using the proforma at Appendix B to Chapter 2 of the British Army's CLM Policy handbook, is to be completed in unit or as determined by Capability Directorates.

A6.0 PNCO CLM: Training Objectives and Enabling Objectives

Table A1 outlines the training objectives and enabling objectives for the PNCO CLM course.

Table A1: PNCO CLM Training Objectives and Enabling Objectives

TO(s)	EO(s)	Notes
1. Command and Lead	1.1 Uphold the ethos and Values and Standards (V&S) of the British Army. 1.2 Apply the principles of Army Leadership 1.3 Uphold the principles of Equality and Diversity (E&D). 1.4 Command a team 1.5 Lead a fire team in Basic Close Combat Skills (BCCS). 1.6 Apply military discipline.	EO 1.1 and 1.5 are critical objectives
2. Develop Subordinates	2.1 Determine the role of an Assistant Workplace Trainer. 2.2 Determine career management information sources and process requirements. 2.3 Determine the role of the JNCO in the administration of subordinates. 2.4 Support the welfare of subordinates.	
3. Manage Activities	3.1 Manage a task at fire team level. 3.2 Implement SHEF procedures.	
4. Perform the duties of a JNCO	4.1 Identify the duties of the sub-unit duty JNCO. 4.2 Perform the duties of a sub-unit JNCO	Mentored induction carried out in-unit
5. Communicate effectively	5.1 Speak effectively. 5.2 Listen and respond effectively. 5.3 Write effectively.	Embedded assessment in TOs 1 and 8
6. Improve own learning and performance	6.1 Read effectively 6.2 Learn effectively 6.3 Use appropriate information sources	EO 6.2 Training gap in absence of LDO
7. Lead individual and team training	7.1 Prepare and deliver lessons to DIT standard.	If required by A&SD
8. Operate within UK Defence Policy	8.1 Outline the role and organisation of own Arm and Service 8.2 Describe the chain of command and its functions	

Appendix B

JNCO CLM TRAINING AND EDUCATION

B1.0 General

JNCO CLM training and education (T&E) is designed to equip Lance Corporals with the generic CLM skills required of a Corporal. The T&E, which is shown at Table B1, is delivered in 3 parts, and is to be fully complete within 12 months of achieving substantive rank as follows:

- **JNCO CLM Part 1:** is a Substantiation course, requiring a minimum 8-days¹⁶ package delivered under the direction of A&S. Instructional specifications and assessment specifications prepared by DTrg(A) are available on the CLM website and further details on A&S delivery is provided in Chapter 5.
- A. **JNCO CLM Part 2:** supports the newly promoted JNCO through mentoring in his new post and is undertaken in conjunction with the established Workplace Induction procedures in accordance with *2013DIN07-124 Army Workplace Induction Procedures*.
- **JNCO CLM Part 3:** provides a Professional Development course delivered by the AEC. It aims to develop the individual's knowledge in key areas identified in *The Basics of 21st Century Land Warfare dated 01 October 2010* as required at each rank.

B2.0 JNCO CLM Part 1: Substantiation Training

B2.1 General

JNCO CLM Part 1 provides those selected for promotion with the practical skills, knowledge and understanding required of a Corporal. NCOs must complete critical elements (EO 1.1 and EO 1.4) to achieve substantive promotion.

B2.2 Eligibility

Soldiers must meet the following criteria to attend a JNCO CLM Part 1 course:

1. Have achieved the minimum MATTs requirement. Any deviation from the default requirement of "Level 1 within the past 12 months" will be stated in the Special to Arm Appendix to Chapter 5 of the British Army's CLM Policy handbook, as set by the relevant Capability Directorate for the course. The minimum fitness requirement is detailed at Appendix J to this article.
2. Have completed PNCO CLM¹⁷ training, including any remediation to the satisfaction of the CO.
3. Be selected and otherwise qualified for substantive promotion to Corporal or selected to attend one of the following long career courses; the RAPTC Instructor Course, the Army Pilot Course (APC)¹⁸, the Student Bandmaster Course, the RE

¹⁶ Minimum course length is derived from time required to deliver the generic TOs. It does not account for any special to arm content. Where TOs are delivered during other formal training, course lengths may be reduced. This is to be managed in accordance with 1.5.1.

¹⁷ For those selected for promotion to Lance Corporal after July 2008 only.

¹⁸ All candidates must have passed Flying Grading and been accepted for the APC. All applications must be supported by evidence from AAC MCM Div.

Clerk of Works Course, the RE Military Plant Foreman course or REME Artificer training.

4. Hold nationally recognised literacy and numeracy qualifications (or their approved equivalents) at Level 1. The list of approved qualifications is at Appendix F. The qualifications are to be recorded on JPA by the soldier's parent unit and, through the LDO, on PROMIS.
5. Have completed Basic IT Skills and JPA Self Service User training.

B3.0 JNCO CLM Part 2

JNCO CLM Part 2 is mentored, in-unit training, undertaken in conjunction with the Army WIP, *2013DIN07-124 Army Workplace Induction Procedures*, and may be undertaken prior to completion of JNCO CLM Part 1. It ensures that newly promoted JNCOs are able to assume their duties effectively.

B4.0 JNCO CLM Part 3: Professional Development

JNCO CLM Part 3 provides the JNCO with professional development in an all-arms environment. It is to be completed after Parts 1 and 2. There is no minimum medical fitness requirement for JNCO CLM Part 3.

AECs will inform units annually of course dates and invite bids for eligible candidates. RCMOs are to bid for places on the Part 3 courses using the form at Appendix E, which is to be sent to the parent AEC regardless of the location of the course. Part 3 course loading should reflect the need for individual NCOs to complete Professional Development within 12 months of achieving substantive rank. JNCOs are not to be loaded to Part 3 courses until they have completed both Part 1 and Part 2.

B5.0 Linkage to Substantive Rank Appraisal Reporting and Subsequent Promotion

Ideally individuals will complete JNCO CLM Part 1 prior to assuming the rank of Corporal. Those who cannot will assume their new appointment in acting rank.

JNCOs informed of their selection for promotion prior to the start of the promotion year¹⁹ must complete the critical elements (E.O. 1.1 and 1.4²⁰) of the JNCO CLM Part 1 course before the end of the promotion year in which they are promoted²¹. For those selected during the promotion year from reserve lists, JNCO CLM Part 1 must be completed within 12 months of the date of assuming their post in the higher rank, if after the start of the promotion year. Capability Directorates may in addition, specify other EOs in which a soldier must be competent prior to being awarded substantive promotion. Should the individual achieve those critical elements before the end of the promotion year, seniority in the substantive rank will be backdated to the date of initial appointment.

Where an NCO has failed to complete the critical elements within this extended timeframe, the soldier is to revert to their substantive rank. If there is no immediate replacement (and the post cannot be gapped), the soldier may continue in post in their substantive rank, but is to be removed as soon as a replacement is available. The soldier will no longer be

¹⁹ Normally through the MS Soldiers Centralised Promulgation of Promotion Results.

²⁰ Less AMD Deployment Category 2 personnel, i.e. Biomedical Scientists, Clinical Physiologists, Dental Hygienists, Dental Technicians and Health Care Assistants.

²¹ Some A&SD do not select and promote in accordance with the Harmonised Soldier Year. Soldiers in these A&S must complete the critical command and leadership elements within 12 months of selection for promotion.

considered as selected for promotion and must compete on a subsequent promotion board to be reconsidered.

An extension may be granted by the relevant Colonel MS Soldiers where, in exceptional circumstances beyond the individual's control, an NCO has failed to complete the critical EOs within 12 months.

B6.0 Deployment on Operations

A Lance Corporal may only deploy on operations in the acting rank of Corporal if they have completed pre-deployment training (PDT) in that role and been formally assessed and recorded as competent by the CO. The individual will be required to complete the critical elements (see 1.5.2) of the JNCO CLM prior to being granted substantive rank of Corporal.

B7.0 Appraisal Reports (AR)

Individuals who have been selected for promotion, and have assumed the acting rank of Corporal pending qualification, should have their annual AR written in their substantive rank of Lance Corporal. The AR should make clear in the main text that the JNCO is holding acting rank of Corporal awaiting completion of CLM. Recommendations for promotion should be made to the rank of Sergeant. If a soldier is required to revert to their substantive rank, the soldier should be reported upon as a Lance Corporal with the AR commenting that part of the reporting period was spent in the acting rank of Corporal and explaining the reasons for reversion to substantive rank.

B8.0 Subsequent Promotion at Steady State

A Corporal may be recommended for promotion to Sergeant but will not be considered for promotion until they have completed all 3 parts of the JNCO CLM course. CLM Part 3 (Professional Development) must be completed prior to the date on which the relevant A&S board sits to consider Corporals for promotion to Sergeant.

B9.0 Transitional Arrangements

Since the introduction of CLM 2008 there have been considerable amendments and additions to the subject matter covered, much of which relates to legal requirements. Transitional arrangements between CLM 2004 and 2008 are therefore no longer applicable. All soldiers selected for promotion to Corporal must complete all 3 Parts of CLM 2008.

B10.0 JNCO CLM: Training Objectives and Enabling Objectives

Table B1 outlines the training objectives and enabling objectives for the JNCO CLM course.

Table B1: JNCO CLM Training Objectives and Enabling Objectives

TO(s) Delivered	EO(s) Delivered	Comment
1. Command and Lead	1.1 Uphold the Ethos and Values and Standards (V&S) of the British Army. 1.2 Lead a section 1.3 Command a section 1.4 Lead a section in Basic Close Combat Skills 1.5 Maintain discipline	EO 1.1 and 1.4 are critical enabling objectives
2. Develop Subordinates	2.1 Facilitate development activities in the workplace 2.2 Assess subordinates in the workplace 2.3 Apply the V&S of the British Army 2.4 Support the career development of soldiers 2.5 Support the personal administration of soldiers 2.6 Support the welfare of soldiers	
3. Manage Activities	3.1 Manage a task 3.2 Implement SHEF procedures.	
4. Perform duties	4.1 Perform the duties of the JNCO	Mentored induction carried out in-unit
5. Communicate	5.1 Read critically to analyse information from a variety of sources 5.2 Apply Defence Writing Conventions 5.3 Present information verbally to superiors 5.4 Prepare for and conduct an interview.	
6. Improve own learning and performance	6.1 Learn effectively	
7. Lead individual and team training	7.1 Conduct individual and team training at section level. 7.2 Instruct	If required by A&SD / CEQ
8. Operate within UK Defence policy	8.1 Describe how UK defence policy is formulated 8.2 Explain the UK approach to operations 8.3 Describe the Contemporary Operating Environment 8.4 Identify the role of the JNCO in supporting Defence Media policy	
Other training	Complete MLAT	

Appendix C

SNCO CLM TRAINING AND EDUCATION

C1.0 General

SNCO CLM training and education (T&E) is designed to equip selected corporals with the generic CLM skills required of a SNCO. It is conducted in 3 parts, undertaken in the following order:

- **SNCO CLM Part 1:** is a minimum 9-day Substantiation course delivered under the direction of A&S, using instructional specifications prepared by DTrg(A). This is to be completed within the promotion year.
- **SNCO Part 2:** is in-unit training undertaken in conjunction with the established Workplace Induction procedures within the unit in accordance with *2013DIN07-124 Army Workplace Induction Procedures* and must be supported by the individual's 1RO.
- **SNCO CLM Part 3:** is a Professional Development course delivered by the AEC. It aims to develop the individual's knowledge in certain areas, identified in *The Basics of 21st Century Land Warfare* dated 01 October 2010 as required at each rank.

C2.0 SNCO CLM Part 1: Substantiation Training

C2.1 General

SNCO CLM Part 1 is pre-employment T&E designed to provide those selected for promotion to the rank of Sergeant with the theory, practical skills and knowledge required of a SNCO. A&S may issue complementary instructions concerning this component - see Chapter 5 of the British Army's CLM Policy handbook. Completion of critical element of this T&E (EOs 1.1 and 1.4) is necessary to achieve substantive promotion to the rank of Sergeant.

C2.2 Eligibility

To be nominated, all candidates must meet the following criteria:

1. Completed JNCO CLM parts 1-3, including any remediation to the satisfaction of the CO.
2. Have achieved the minimum MATTs requirement. Any deviation from the default requirement of "Level 1 within the past 12 months" will be stated in the Special to Arm Appendix to Chapter 5 of the British Army's CLM Policy handbook, as set by the relevant Capability Directorate for the course. The minimum fitness requirement is detailed at Appendix J to this article.
3. Be selected and otherwise qualified for substantive promotion to Sergeant or selected to attend²² one of the following courses: the RAPTC Class 1 PTI course, the Bandmasters' course, RE Clerk of Works course, RE Military Plant Foreman course, REME Artificer training or SASC selection.
4. Hold nationally recognised literacy and numeracy qualifications (or their approved equivalents) at the mandated standard. The qualifications are to be recorded on JPA in the Competence Fields by the soldier's parent unit and, through the AEC, on

²² All applications must be supported by evidence from the relevant MCM Div.

PROMIS. The entry standard for SNCO CLM Part 1 is Level 2 in literacy and numeracy (or equivalent). The list of approved qualifications is at Appendix F.

C3.0 SNCO CLM Part 2

Part 2 is mentored induction, undertaken in-unit in conjunction with the Army WIP - see *2013DIN07-124 Army Workplace Induction Procedures* - and may be undertaken prior to completion of Part 1. It ensures that the newly promoted NCO is able to assume their duties effectively.

C4.0 SNCO CLM Part 3: Professional Development

Part 3 provides the SNCO with Professional Development in an all arms environment. It is to be completed after Parts 1 and 2.

- The entry standard for SNCO CLM Part 3 (Professional Development) is Level 2 in literacy and numeracy (or equivalent).
- Sergeants may be required to attend Part 3 T&E away from their parent AEC. The travel and subsistence costs associated with such T&E will fall to the soldier's unit and not to the AEC.

AECs will inform units annually of course dates and invite bids for eligible candidates. RCMOs are to bid for places on the Part 3 courses using the form at Appendix E, which is to be sent to the parent AEC regardless of the location of the course. Part 3 course loading will reflect the need for individual NCOs to complete Professional Development within 12 months of achieving substantive rank. Sergeants are not however to be loaded onto Part 3 courses until they have completed all elements of Part 2 T&E.

C5.0 Linkage to Substantive Rank and Further Promotion

Ideally individuals will complete SNCO CLM Part 1 prior to assuming the rank of Sergeant. Those who cannot will assume their new appointment in acting rank:

1. NCOs must complete the critical command and leadership elements of the SNCO CLM Part 1 before the end of the promotion year in which they are promoted²³. A&S may, in addition, specify other EO in which a soldier must be competent prior to being awarded substantive promotion. Should the individual achieve those critical elements before the end of the promotion year, seniority in the substantive rank should be backdated to the date of initial appointment.
2. An extension is to be sought, from the relevant Colonel MS soldiers where, in exceptional circumstances beyond the individual's control, an NCO has failed to complete the critical EOs within 12 months.
3. Where an NCO has failed to complete the critical element within this extended period, the soldier is to revert to their substantive rank. If there is no immediate replacement (and the post cannot be gapped), the soldier may continue in post in their substantive rank, but is to be removed as soon as a replacement is available. The soldier will no longer be considered selected for promotion to Sergeant and must compete on a subsequent promotion board to be reconsidered.

²³ Some A&SD do not select and promote in accordance with the Harmonised Soldier Year. Soldiers in these A&S must complete the critical command and leadership elements within 12 months of selection for promotion.

C6.0 Deployment on Operations

A Corporal may only deploy on operations, in an acting rank of Sergeant, if they have completed pre-deployment training (PDT) in that role and been formally assessed and recorded as competent by the CO. The individual will be required to complete the critical elements (see C2.2 above) of the SNCO CLM prior to being afforded substantive rank.

C7.0 Appraisal Reports (AR)

Individuals who have been selected for promotion and have assumed acting rank of Sergeant, pending qualification, should have their annual AR written in the rank of Corporal. The AR should make clear in the main text that the JNCO is holding acting rank awaiting completion of CLM. Recommendations for promotion should be made to the rank of Staff Sergeant. If a soldier is required to revert to the rank of Corporal, the soldier should be reported upon in their substantive rank with the AR commenting that part of the reporting period was spent in the acting rank of Sergeant and explaining the reasons for reversion to substantive rank.

C8.0 Subsequent Promotion at steady state

An SNCO may be recommended for promotion to Staff Sergeant but will not be considered for promotion until the soldier is assessed as 'Competent' in all 3 parts of the SNCO CLM. It should be noted that CLM Part 3 is designed to be completed within 12 months of CLM Part 1 in order to support the individual in their substantive rank, not as a requirement for subsequent promotion.

C9.0 Transitional Arrangements

Since the introduction of CLM 2008 there have been considerable amendments and additions to the subject matter covered, much of which relates to legal requirements. Transitional arrangements between CLM 2004 and 2008 are therefore no longer applicable. All soldiers selected for promotion to Sergeant must complete all 3 Parts of CLM 2008.

Table C1 outlines the training objectives and enabling objectives for the SNCO CLM course.

Table C1: SNCO CLM Training Objectives and Enabling Objectives

TO(s) Delivered	EO(s) Delivered	Comment
1. Command and Lead	1.1 Uphold the Ethos and V&S of the British Army.	Critical EO
	1.2 Lead a Platoon	
	1.3 Command a Platoon	
	1.4 Supervise BCCS activities within a platoon	Critical EO
	1.5 Use Command Decision Tools	
	1.6 Uphold and apply military discipline	
	1.7 Apply the Standards set out in Army Equality and Diversity policy.	
2. Develop Subordinates	2.1 Facilitate development activities in the work environment	
	2.2 Assess subordinates in the work environment	
	2.3 Apply the Values and Standards of a SNCO.	
	2.4 Contribute to career and personnel development.	
	2.5 Contribute to the personal administration of subordinates	
	2.6 Contribute to the welfare of subordinates.	
3. Manage Activities	3.1 Plan and co-ordinate platoon activities	
	3.3 Maintain SHEF	
	3.3 Implement and monitor change	
4. Perform duties	4.1 Perform the duties of the Orderly Sergeant	Mentored induction carried out in-unit
	4.2 Act as a member of the WOs' and Sgts' Mess	
5. Communicate effectively with peers, subordinates and seniors.	5.1 Read critically to analyse information from a variety of sources	
	5.2 Apply Defence Writing Conventions	
	5.3 Present information effectively to superiors	
	5.4 Prepare for and conduct an interview.	
6. Improve own learning and performance.	6.1 Learn effectively.	
	6.2 Develop reflective practice.	
7. Lead individual and team training	7.1 Identify the role of the SNCO in the implementation of MATT policy.	
	7.2 Employ a Values Based Leadership approach in training	Delivered by DTTT or ASLS qualified personnel
8. Operate within UK Defence policy	8.1 Analyse UK Defence Policy	
	8.2 Explain the British Approach to Operations	
	8.3 Analyse the Contemporary Operating Environment	
	8.4 Analyse Defence Media policy	
	8.5 Explain BG Operations	

Appendix D

WO CLM TRAINING AND EDUCATION

D1.0 General

The WO CLM provides selected SNCOs with the generic command, leadership and management skills required of a WO. This T&E is conducted in 3 parts in the following order:

- **WO CLM Part 1:** is a substantiation course delivered under A&S arrangements utilising ISpecs prepared by DTrg(A). This is to be completed within the promotion year.
- **WO CLM Part 2:** supports the newly promoted WO through mentoring in their new post, undertaken in conjunction with the established Workplace Induction procedures in accordance with *2013DIN07-124 Army Workplace Induction Procedures*.
- B. **WO CLM Part 3:** is a Professional Development course delivered by the AEC. It aims to develop the individual's knowledge in keys areas identified in *The Basics of 21st Century Land Warfare* dated 01 October 2010.

D2.0 WO CLM Part 1: Substantiation Training

D2.1 General

WO CLM part 1 is designed to provide Staff Sergeants selected for promotion with the theory, practical skills and knowledge required of a WO. A&S are to issue the own instructions concerning this component; see Chapter 5 of the British Army's CLM Policy handbook. Completion of a critical element (Values and Standards) is necessary to achieve substantive promotion to the rank of WO2.

D2.2 Eligibility

There is no minimum medical fitness requirement for this course. Candidates must fulfil the following criteria prior to commencing the Part 1 course:

- Completed SNCO CLM, including remediation to the satisfaction of the CO.
- Selected and otherwise qualified for substantive promotion to WO2.
- Hold nationally recognised literacy and numeracy qualifications (or their approved equivalents) at the mandated standard. The list of approved qualifications is at Appendix F. The qualifications are to be recorded by the soldier's parent unit on JPA and, through the LDO, on PROMIS. The entry standards for WO CLM Part 1 (A&S) are as follows:
 - Level 2 in literacy and numeracy (or equivalent).
 - Have completed JPA Self Service Manager training.

D3.0 WO CLM Part 2

WO CLM Part 2 is undertaken in conjunction with the generic WIP - *2013DIN07-124 Army Workplace Induction Procedures* - and may be undertaken prior to completion of Part 1. It ensures that the newly promoted WO is able to assume their duties effectively.

D4.0 WO CLM Part 3: Professional Development

WO CLM Part 3 provides the WO with professional development in an all-Arms environment and is to be completed after Parts 1 and 2. WOs may be required to attend Part 3 T&E away from their parent AEC. The travel and subsistence costs associated with such T&E falls to the soldier's unit and not to the AEC.

D5.0 Selection and Loading

AECs will inform units annually of course dates and invite bids for eligible candidates. RCMOs are to bid for places on the Part 3 courses using the form at Appendix E, which is to be sent to the parent AEC regardless of the location of the course. Part 3 course loading will reflect the need for individual WOs to complete Professional Development within 12 months of achieving substantive rank.

D6.0 Linkage to Substantive Rank and Further Promotion

Ideally individuals will complete Part 1 of the WO CLM prior to assuming the rank of WO2. Those who cannot will assume their new appointment in acting rank:

1. A/WO must complete the critical leadership elements (E.O. 1.1) of the WO CLM before the end of the promotion year in which they are promoted²⁴. A&S may, in addition, specify other EO in which a soldier must be competent prior to being awarding substantive promotion. Should the individual achieve those critical elements before the end of the promotion year, seniority in the substantive rank of WO should be backdated to the date of initial appointment.
2. An extension is to be sought from the relevant Colonel MS soldiers where, in exceptional circumstances beyond the individual's control, an A/WO has failed to complete the critical EOs within this period.
3. Where an A/WO has failed to complete the critical element within this extended period, they are to revert to their substantive rank. If there is no immediate replacement (and the post cannot be gapped), the soldier may continue in post in their substantive rank, but is to be removed as soon as a replacement is available. The SNCO will no longer be considered selected for promotion to WO2 and must compete on a subsequent promotion board to be reconsidered.

D7.0 Deployment on Operations

A Staff Sergeant may only deploy on operations, in an acting rank of WO2, if they have completed pre-deployment training (PDT) in that role and been formally assessed and recorded as competent by the CO. The individual will be required to complete the critical elements (see D2.2) of the WO CLM prior to being afforded substantive rank.

D8.0 Appraisal Reports (AR)

Individuals who have been selected for promotion to WO2, and have assumed acting rank pending qualification, should have their annual AR written the rank of Staff Sergeant. They should be assessed against the equivalent substantive-rank peer group. The AR should make clear in the main text that the soldier is holding acting rank awaiting

²⁴ Some A&SD do not select and promote in accordance with the Harmonised Soldier Year, Soldiers in these A&S must complete the critical command and leadership elements within 12 months of selection for promotion.

completion of CLM. Recommendations for promotion should be made for the rank of WO1. If an acting WO2 is required to revert to their substantive rank, the soldier should be reported upon in the rank of Staff Sergeant with the AR commenting that part of the reporting period was spent in the acting rank of WO2 and explaining the reasons for reversion to substantive rank.

D9.0 Subsequent Promotion

A WO2 may be recommended for promotion to WO1 but will not be considered for promotion until the soldier is assessed as 'Competent' in all 3 parts of the WO CLM. CLM Part 3 must be completed prior to the date on which the relevant A&S board sits to consider WO2 for promotion to WO1, however RCMOs should note that CLM Part 3 is designed to be attended within 12 months of completion of CLM Part 1 and should not be considered a requirement for subsequent promotion.

D10.0 Transitional Arrangements

Since the introduction of CLM 2008 there have been considerable amendments and additions to the subject matter covered, much of which relates to legal requirements. Transitional arrangements between CLM 2004 and 2008 are therefore no longer applicable. All soldiers selected for promotion to WO2 must complete all 3 Parts of CLM 2008.

Table D1 outlines the training objectives and enabling objectives for the WO CLM course.

Table D1: WO CLM Training Objectives and Enabling Objectives

TO(s) Delivered	EO(s) Delivered	Comment
1. Command and Lead	1.1 Uphold the Ethos and Values and Standards of the British Army (Critical TO).	
	1.2 Develop and improve unit command, leadership and management	
	1.3 Use command decision tools	
	1.4 Manage BCCS.	
	1.5 Uphold and apply military discipline.	
2. Develop Subordinates	2.1 Facilitate development activities in the workplace.	
	2.2 Evaluate assessment practice in the workplace.	
	2.3 Uphold and maintain the Values and Standards of the British Army throughout the unit.	
	2.4 Manage personnel	
	2.5 Contribute to the Whole Life Development of soldiers	
	2.6 Maintain the welfare of subordinates	
3. Manage Activities	3.1 Plan and co-ordinate unit activities	
	3.2 Manage change	
	3.3 Conduct a meeting	
	3.4 Maintain SHEF	
4. Perform duties	4.1 Perform the duties of the Orderly Officer	Mentored induction carried out in-unit
5. Communicate effectively with peers, subordinates and seniors.	5.1 Read critically to evaluate information from a variety of sources	Entry requirement
	5.2 Write to communicate proposals and recommendations.	
	5.3 Speak effectively to communicate ideas, opinions and arguments	
6. Improve own learning and performance	Covered by pre-requisite training.	
7. Lead individual and team training	7.1 Plan and co-ordinate individual and team training	
8. Operate within UK Defence policy	8.1 Describe UK Defence Policy	
	8.2 Evaluate the UK's approach to operations	
	8.3 Evaluate the Contemporary Operating Environment	
	8.4 Evaluate Defence Media policy	

Appendix E

COURSE APPLICATION PROFORMA

The following forms are to be used when applying for CLM courses and assessments:

- CLM 1: for PNCO and CLM Part 1 courses delivered by Arms and Services.
- CLM 2: Requirement removed in September 2013.
- CLM 3: for CLM Part 3 courses delivered by Army Education Centres.

CLM 1: APPLICATION TO ATTEND PNCO COURSE OR PART 1 CLM (A&S) COURSE

Unit Details

Unit name	Unit Address	Contact telephone

Soldier's Details.

Number:	Sub Rank:	Name:	Initials:	Cap badge

Promotion and Prioritisation Details

Date selected for promotion:	
Date of appointment to current post:	
Date of next operational deployment:	
The unit's order of priority for CLM shows this NCO / WO as	Priority _____ of _____
Special Cases ²⁵ (insert course details including date):	

CLM Course Details (enter courses in preferred order)

Serial	Course Code	Rank ²⁶	Location	Start Date

Confirmation of achievement of pre-course requirements

1. **MATTs: to be checked against individual A&S course requirement** (not required for those attending WO CLM Part 1)

Serial	Requirement	Description	Entered on JPA Yes/No	Completion Date	RAO/Training Officers Signature
1	MATT 1	WHT (completed within previous 6 months)			
2	MATT 2	AFT			
3	MATT 2	PFA (completed within previous 6 months)			
4	MATT 3	BCD			
5	MATT 4	CBRN			
6	MATT 5	Navigation			

²⁵ Selected as Student Bandmaster, RE Clerk of Works, Army Pilot, REME Artificer, APTC probationer etc.

²⁶ Insert "PNCO", "JNCO"; "SNCO" or "WO" as appropriate

7	MATT 6	Values & Standards			
8	MATT 6	Respect for Others			
9	MATT 6	Healthy Living			
10	MATT 6	Security			
11	MATT 6	Protecting Information			
12	MATT 7	Operational Law			
13	MATT 8	SERE			
14	MATT 9	CIED			

2. **Literacy and Numeracy Qualifications.** The soldier has the following literacy and numeracy qualifications²⁷

Serial	Qualification	Level	Completion Date
1			
2			

3. **JPA Training.** All those attending a PNCO or CLM Part 1 course must have completed the Self Service User E-Learning Course. Those who are attending a SNCO or WO CLM Part 1 course will additionally be required to complete the Self-Service Manager E-Learning Course. Proof of the completion of these courses should be provided in the form of a printed completion certificate.

Serial	E-Learning Course	Completion Date	RAO/Training Officer Signature
1	Self Service User Course		
2	Self Service Manager Course		

4. **Special to Arm Pre-Course Training** (as specified Capability Directorates)

Serial	Description of Training Completed	Completion Date	Training Officers Signature

Unit Declaration (to be signed by the RCMO)

This soldier meets the eligibility criteria for Part 1_CLM and is available for the courses at D3.0 above. The soldier is fit to attend²⁸ with a medical grading of (delete as appropriate):

- MFD
- MLD: PAP10 Appendix 9 and Medical Risk Assessment attached
- MND: PAP10 Appendix 9 and Medical Risk Assessment attached

Signature	Rank and Name	Date

²⁷ See Appendix F for approved qualifications.

²⁸ See Appendix J for fitness requirements and procedures for those graded less than MFD.

Appendix F

LITERACY AND NUMERACY QUALIFICATIONS

Soldiers are to hold the following literacy and numeracy qualifications, obtainable through AECs, prior to attending CLM Part 1 and Part 3 courses:

- A Certificate in Adult Literacy, or a Functional Skills Qualification in English:
 - Level 1: for promotion to Corporal.
 - Level 2: for promotion to Sergeant and beyond
- A Certificate in Adult Numeracy, or a Functional Skills Qualification in Mathematics:
 - Level 1: for promotion to Corporal.
 - Level 2: for promotion to Sergeant and beyond
- Non native English speakers are required to complete a Speaking and Listening qualification at the appropriate level in place of the literacy qualification:
 - ESOL Level 1: for promotion to Corporal.
 - ESOL Level 2: for promotion to Sergeant and beyond.

Acceptable alternative qualifications are shown in Table F1 below:

Table F1: Acceptable alternative qualifications

Certificate in Adult Literacy: Level 1	Certificate in Adult Numeracy: Level 1
GCSE English – Grades A* - G	GCSE Mathematics – Grades A* - G
GCSE English Literature – Grades A* - G	Standard Grade Mathematics – Credit
AQA GCSE General Studies – Grades A* - G	Standard Grade Mathematics – General
Standard Grade English - Credit	Mathematics – Intermediate 1
Standard Grade English - General	Mathematics – Intermediate 2
English and Communication – Intermediate 2	Mathematics – Higher
English and Communication – Intermediate 1	Mathematics – Advanced Higher
English and Communication – Higher	Applied Mathematics – Advanced Higher
English – Advanced Higher	Leaving Certificate Maths (Higher Level) Grade A1 – C2
Leaving Certificate English (Higher Level) Grade A1 – C2	Leaving Certificate Maths (Ordinary Level) Grade A1 – B3
Leaving Certificate English (Ordinary Level) Grade A1 – B3	Leaving Certificate Maths (Ordinary Level) Grade C1 – D3
Leaving Certificate English (Ordinary Level) Grade C1 – D3	Key Skills (Application of Number) Test Pass or Full Qualification Levels 1 - 5
Key Skills (Communication Skills) Test Pass or Full Qualification Levels 1 - 5	GCE Mathematics Grade A - E
GCE English Language and Literature Grade A - E	GCE AS Use of Mathematics Grade A - E
GCE AS Level English Language Grade A - E	GCE AS Level Mathematics Grade A - E

GCE AS Level English Literature Grade A - E	GCE AS Level Pure Mathematics Grade A - E
Certificate in Adult Literacy: Level 1	Certificate in Adult Numeracy: Level 1
GCE AS Level English Language and Literature Grade A - E	GCE AS Level Further Mathematics Grade A - E
GCE A Level English Language Grade A - E	GCE AS Level Statistics Grade A - E
GCE A Level English Literature Grade A - E	GCE AS Mechanics Grade A - E
Certificate in Adult Literacy – Level 1	GCE AS Discrete Mathematics Grade A - E
Certificate in Skills For Life ESOL - Level 1	GCE AS Applied Mathematics Grade A - E
Certificate in Adult Literacy – Level 2	GCE A Level Mathematics Grade A - E
Certificate in Skills For Life ESOL - Level 2	GCE A Level Pure Mathematics Grade A - E
International GCSE English Second Language ²⁹ - Grade D-G	GCE A Level Further Mathematics Grade A - E
International GCSE English Second Language ³⁰ - Grade A*-C	GCE A Level Statistics Grade A - E
	Certificate in Adult Numeracy – Level 1
	Certificate in Adult Numeracy – Level 2
Level 5 (Foundation degree) or above in any discipline	Level 5 (Foundation degree) or above in any discipline
Certificate in Adult Literacy: Level 2	Certificate in Adult Numeracy: Level 2
GCSE English – Grades A* - C	GCSE Mathematics – Grades A* - C
GCSE English Literature – Grades A* - C	Standard Grade Mathematics – Credit
AQA GCSE General Studies – Grades A* - C	Mathematics – Intermediate 2
Standard Grade English – Credit	Mathematics – Higher
English and Communication – Intermediate 2	Mathematics – Advanced Higher
English and Communication – Higher	Applied Mathematics – Advanced Higher
English – Advanced Higher	Leaving Certificate Maths (Higher Level) Grade A1 – C2
Leaving Certificate English (Higher Level) Grade A1–C2	Leaving Certificate Maths (Ordinary Level) Grade A1 – B3
Leaving Certificate English (Ordinary Level) Grade A1–B3	Key Skills (Application of Number) Test Pass or Full Qualification Levels 2 - 5
Key Skills (Communication Skills) Test Pass or Full Qualification Levels 2 - 5	GCE Mathematics Grade A - E
GCE English Language and Literature Grade A - E	GCE AS Use of Mathematics Grade A - E
GCE AS Level English Language Grade A - E	GCE AS Level Mathematics Grade A - E
GCE AS Level English Literature Grade A - E	GCE AS Level Pure Mathematics Grade A - E
GCE AS Level English Language and Literature Grade A - E	GCE AS Level Further Mathematics Grade A - E
GCE A Level English Language Grade A - E	GCE AS Level Statistics Grade A - E
GCE A Level English Literature Grade A - E	GCE AS Mechanics Grade A - E
Certificate in Adult Literacy: Level 1	Certificate in Adult Numeracy: Level 1
Certificate in Adult Numeracy – Level 2	GCE AS Discrete Mathematics Grade A - E
Certificate in Skills for Life ESOL - Level 2	GCE AS Applied Mathematics Grade A - E
International GCSE English Second	GCE AS Level Mathematics Grade A - E

²⁹ With speaking and listening component either as integrated unit or offered in as a separate award but in combination with this English qualification.

³⁰ With Speaking and Listening component either as integrated unit or offered in as a separate award but in combination with this English qualification.

Language ³¹ - Grade A*-C	
	GCE A Level Mathematics Grade A - E
	GCE A Level Pure Mathematics Grade A - E
	GCE A Level Further Mathematics Grade A - E

F1.0 Other Qualifications

Guidance on the applicability of other qualifications, including apprenticeships, vocational qualifications, internal Army training programmes and international awards, is to be sought from any AEC.

³¹ With Speaking and Listening component either as integrated unit or offered in as a separate award but in combination with this English qualification.

Appendix G

PROPONENTS

Effective and relevant training can only be delivered if the requirement and training material content is reviewed and updated on a regular basis. DTrg(A) as the TRA has responsibility for coordinating this, but is reliant upon subject matter experts to act as training proponents.

The task for proponents is to:

1. Ensure training is compliant with legal requirements.
2. Ensure that training is compliant with current policy
3. Ensure progression across the CLM programme to aid coherence and avoid unnecessary duplication.
4. Update training material
5. Advise on training delivery, where appropriate.

The following have particular involvement in CLM course design and development (Table G1).

Table G1: Proponents by competence area

Competence Area	Proponent	POC	Remarks
Leadership	Comdt RMAS	SO2 Leadership	
Command	LWDG	LWDG-IA-CD-SO1	
Basic Close Combat Skills (BCCS)			
Fire and Manoeuvre CPERs Casualty Evacuation	CD Cbt PM(A) TBC	DTC TDT Cust WO TBC	
Discipline	DPS(A) - PS2(A)	SO1 Policy	
Values and Standards	DPS(A) - PS2(A)	SO1 Policy	
Equality and Diversity	Manning(A)	SO2 Employment Ops	
Welfare			
Stress Management Noise induced hearing loss, climatic injuries and nutrition	DPS(A) - PS4(A)	SO1 PS4(A) SO2 Families Welfare SO2 Health SO2 Health Promotion	
Personal administration of subordinates			
General G1 JPA Terms of service policy Pay and allowances Career management	DSAPS(A) DSAPS(A) PS10(A) DSAPS(A) APC	TBC SO2 Training PS10A AFPRB-SO2 TBC TBC	
Health and Safety	CESO(A)	DCESO(A)	
Communications Skills (Written & Oral)	D Ed Cap	S02 Prof Ed	
In Barracks Duties			
Reporting sick Guard duties	TBC APHCS PM(A) MPGS	TBC APHCS HQ HG DCPG-TrgWg-ATS- MPGSTT	
Personal Development	D Ed Cap	SO2 Personal Education	
Defence Knowledge	D Ed Cap	S02 Prof Ed	
Individual and Team Training	DTrg(A)	Training Development	
Coaching & Mentoring Instructor Development	D Ed Cap	SO2 Inst Development	

Appendix H

CLM ADMINISTRATION FLOWCHARTS

PNCO CLM Course Administration Flowcharts

Unavailable

JNCO, SNCO and WO CLM Course Administration Flowcharts

Unavailable

Appendix I

GUIDE TO CLM PART 2 AND WORKPLACE INDUCTION

11.0 Introduction

Units are responsible for ensuring that new arrivals, and particularly newly promoted officers, WOs and NCOs, are quickly and effectively introduced to their new roles and responsibilities. Workplace Induction is designed to ensure that individuals are quickly able to play their full part in fulfilling the mission of the unit and is to be completed within three months. This requires effort not just by new arrivals but also by immediate superiors (line managers), reporting officers and supporting personnel within the unit.

All ranks are required to complete the Workplace Induction Package (WIP) within four weeks of arriving in units. In addition, mentored induction for Corporals, Sergeants and WOs is established as Part 2 of the CLM Programme. Taken in conjunction with one another, these requirements ensure that new arrivals in a unit, or those assuming a new appointment, receive appropriate workplace support.

12.0 Induction Elements

Induction is to be undertaken in three phases: immediate tasks; subsequent tasks; and consolidation.

The first phase should be completed within a week, the second within a month and the third within three months. At the end of the consolidation phase, the line manager should review the induction process in order that any lessons learned may be incorporated into subsequent induction programmes.

Whilst individuals play the key part in the completion of the induction process, it cannot be undertaken effectively without the active engagement of the unit; in particular the individual's immediate superior (line manager) and the 1st Reporting Officer, Unit Security, IT, Health and Safety representatives and training staff are also to be engaged.

The generic requirements are shown within I4.0 below which have been drawn from 2013DIN07-124 Army Workplace Induction Procedures. Details of CLM Part 2, Mentored Induction are shown at I5.0; these elements being drawn from the Training Performance Statements for the JNCO, SNCO and WO courses.

13.0 Recording

- **WIP Competences:** the WIP competences on JPA are to be used for recording training and testing. The competences are common to both the Regular Army and Reserve.
- **CLM Part 2:** when an individual is undertaking a duty as part of CLM Part 2, the duty report should be annotated as such and include details of the mentor.
- **Other Induction Activities:** there is no requirement to formally record the completion of the induction period on JPA, but it is essential that the induction process is managed effectively. Appendix A provides a template for a locally produced document, which should be completed and retained by individuals in their Personal Development Record.

14.0 Individual Induction Proforma

To be completed by the new arrival and retained in the individual's Personal Development Record.

Service Number		Surname		Initials	
Rank		Unit		Date of arrival	
Action			Lead	Date completed	
Week 1 (immediate induction tasks)					
1. Introduction to individual work place and local team			Line manager		
2. Guided tour of work place, fitness, messing and welfare support facilities			Nominated individual		
3. Introduction to 1 st Reporting Officer. Issue of job description			Line manager		
4. Report arrival to Unit Admin Office, Medical centre, QM, MT and unit security staff. Complete arrival documentation			Line manager		
5. Issue Local security passes			Unit security staff		
6. Complete unit introductory brief			Unit security staff		
7. Read IT Security Operation Procedures. Apply for IT accounts and logins			Unit IT staff		
8. Complete introduction to local IT system			Unit IT staff		
9. Complete mandatory WIP – Health and safety			Line Manager		
10. Receive fire safety and COSHH brief			Unit Safety staff		
11. Read and sign Unit Standing Orders			Line Manager		
Weeks 2 to 4 (subsequent induction tasks)					
12. Formal interview with 1 st Reporting Officer confirming role, responsibilities, leave and other entitlements.			1 st Reporting Officer		
13. Formal interviews with other members of the Chain of Command			1 st Reporting Officer		
14. Brief on Information Management, Security and Electronic Working Practices			IT Security Officer		
15. Complete mandatory WIP briefing – Equality and Diversity, Health, Data Protection, Security			Line manager and training staff		
16. Receive brief on Business Continuity Plan			Line Manager		
17. Undertake Initial Special to appointment / staff mandatory training			Line Manager		
18. Set personal and role objectives. Update Personal Development Plan and confirm appraisal dates.			1 st Reporting Officer		
19. Record completion of Mandatory WIP on JPA			Unit Admin Staff		
Weeks 5 to 12 (Consolidation induction tasks)					
20. Undertake remainder of special to role familiarisation / training			Line Manager		
21. Complete mentored command, leadership and management tasks (officers and NCOs only)			1 st Reporting Officer		
22. Complete initial progress review			1 st Reporting Officer		

15.0 CLM PART 2: Mentored Induction

CLM Part 2 (Mentored Induction) is to be completed in-unit under the direction of the Chain of Command.

JNCO CLM Mentored Induction			
Serial	Performance	Conditions	Standards
EO 4.1	Identify the duties of the duty JNCO.	<ol style="list-style-type: none"> 1. In barracks. 2. Supervised. 3. As an individual. 4. Mentored during initial duty 5. As appropriate to Corps and CEG. 6. Given: <ol style="list-style-type: none"> a. Copies of relevant SOPs. b. Unit Standing Orders. c. Sufficient information to make constructive assessment. d. Realistic time constraints. e. Appropriate resources. f. Briefing and de-briefing by supervising WO 	<ol style="list-style-type: none"> 4.1.1 Perform the duties of a Guard Commander. <ol style="list-style-type: none"> 4.1.1.1 Inspect the Guard. 4.1.1.2 Mount the Guard. 4.1.1.3 Comply with JSP 398. 4.1.1.4 Complete Guard Report (AF B160). 4.1.15 Complete Daily Occurrence Book. 4.1.1.6 Provide security measures appropriate to the Security State. 4.1.17 Execute unit emergency procedures. 4.1.1.8 Execute site access and exit procedures.

SNCO CLM Mentored Induction

Serial	Performance	Conditions	Standards
EO 4.1	Perform the duties of the Orderly Sergeant.	<ol style="list-style-type: none"> 1. In barracks. 2. Supervised. 3. As an individual. 4. Mentored during initial duty 5. Given: <ol style="list-style-type: none"> a. Unit Standing Orders related to duties. b. Regulations governing administrative procedures. c. Unit / Corp instructions. d. Briefing and de-briefing by supervising WO 	<p>4.1.1 Implement Counter Terrorism Response Measures.</p> <p>4.1.1.1 Identify the location of further inform (JSP 440).</p> <p>4.1.1.2 Implement and plan any necessary procedures.</p> <p>4.1.2 Execute post incident procedures.</p> <p>4.1.2.1 Define the '4 Cs'.</p> <p>4.1.2.2 Identify the emergency services.</p> <p>4.1.2.3 Examine evidence awareness.</p> <p>4.1.2.5 Identify potential supporting agencies</p> <p>4.1.2.5 Identify the civil police control and co-ordination</p> <p>4.1.3 Execute casualty reporting procedure</p> <p>4.1.3.1 Explain the role of the JCCC and Army investigation and aftercare support cell.</p> <p>4.1.3.2 Identify the location of further information in JSP 751.</p> <p>4.1.3.3 Analyse the casualty reporting process flow chart.</p> <p>4.1.4 Monitor guard change.</p> <p>4.1.5 Maintain site security.</p> <p>4.1.6 Maintain kit and equipment security.</p> <p>4.1.9. Supervise "out of hours" duty personnel.</p>
EO 4.2	Act as a member of the WOs' and Sgts' Mess.	<ol style="list-style-type: none"> 1. In barracks. 2. Given: <ol style="list-style-type: none"> a. Unit/Corp instructions. b. Unit/Corp Mess Rules. c. Briefing and de-briefing by supervising WO 	<p>4.2.1 Demonstrate awareness of mess etiquette.</p> <p>4.2.2 Perform Mess Duties.</p> <p>4.2.3 Demonstrate awareness of the roles of members of the Warrant Officers and Sergeants Mess Committee.</p>

WO CLM Mentored Induction

Serial	Performance	Conditions	Standards
EO 4.1	Perform the duties of the Orderly Officer.	<ol style="list-style-type: none"> 1. In barracks. 2. Supervised. 3. As an individual. 4. Mentored during initial duty 5. Given: <ol style="list-style-type: none"> a. A copy of unit standing orders related to duties. b. Briefing and de-briefing by supervising officer. c. Sufficient information to make constructive assessment. d. Realistic time constraints. e. Duty Officer Folder. 	<p>4.1.1 Identify the role of the WO in performing duties of the unit Orderly Officer.</p> <p>4.1.1.1 Monitor the security of armouries.</p> <p>4.1.1.2 Apply the compassionate procedure of out-of-hour's cases.</p> <p>4.1.1.3 Apply all out of hour emergency pro and services.</p> <p>4.1.1.4 Execute post-incident procedures.</p> <p>4.1.1.5 Execute casualty-reporting procedure.</p> <p>4.1.1.6 Monitor guard changing.</p> <p>4.1.1.7 Maintain site security.</p> <p>4.1.1.8 Maintain kit and equipment security.</p> <p>4.1.1.9 Command "out of hours" duty person</p>

Appendix J

MEDICAL STANDARDS FOR BASIC CLOSE COMBAT SKILLS (BCCS) TRAINING

J1.0 Background

BCCS is a key element of the CLM Part 1 programme and failure to complete the relevant training objectives will usually result in a grading of Not Yet Competent and a bar to substantive promotion. This appendix provides clarification of the fitness standard required of those undertaking BCCS training during CLM courses and outlines the process to be followed for those who are graded either Medically Limited Deployability (MLD) or Medically Not Deployable (MND).

There is no requirement for those graded Medically Fully Deployable (MFD) to attend a course specific medical assessment prior to loading on CLM Part 1 courses. Where CLM is delivered in conjunction with special to arm training however, there may be an additional requirement set by the relevant Capability Directorate³².

- **PNCO and JNCO Training:** where the soldier is graded below MFD, a Medical Risk Assessment (MRA) must be carried out in accordance with the detail in this appendix.
- **SNCO Training:** those selected for promotion to the rank of Sergeant complete BCCS supervision training during the SNCO CLM Part 1 course. Where NCOs are graded below MFD a MRA may be required, based upon the minimum fitness requirement for the course, derived from the Training Performance Statement (TPS). The relevant Capability Directorate approves the TPS for each Arm and Service, specified in the Special to Arm Appendices to Chapter 5 of the British Army's CLM Policy handbook and reiterated in course joining instructions.
- **WO Training:** WO CLM Part 1 courses do not include practical BCCS training and those attending do not therefore require a medical assessment.

The consolidated requirement is shown highlighted in Table J1 below.

Table J1: Consolidated medical requirements

Cap Badge	Medical Deployment Standard	CLM Course Type			
		PNCO Course	JNCO Part 1 Course	SNCO Part 1 Course	WO Part 1 Course
Infantry	MFD	FFC required	N/A	FFC required	No MRA
	MLD	FFC required	N/A	FFC required	No MRA
	MND	FFC required	N/A	FFC required	No MRA
Other Arms	MFD	No MRA	No MRA	No MRA	No MRA
	MLD	MRA required	MRA required	See TPS	No MRA
	MND	MRA required	MRA required	See TPS	No MRA

³² Due to the nature of the training, the Infantry still requires that individuals receive a Fit for Course certificate prior to commencement of training.

J2.0 Medical Risk Assessment Process

Failure to attend CLM Part 1 is career limiting and therefore it is beholden upon the Chain of Command to ensure that soldiers selected for promotion are given every opportunity to complete the training. However, where individuals are carrying injury or a medical condition that has resulted in a grade of below MFD, the training should not take place if there is risk of further degradation in their health, or aggravation of the original injury. Individuals must be considered on a case by case basis and where it is judged that they are incapable of meeting the fitness standard, or that attendance on the course will be a risk to their health and wellbeing, then they should not attend.

Completion of a CLM Medical Risk Assessment follows a similar process to that in the PULHEEMS Administrative Pamphlet. Any downgraded individual must have an up to date Appendix 9 that remains in-date for the duration of the CLM course. This must be considered by the Unit Health Committee (UHC) in conjunction with the course requirements set out in J3.0 and the relevant Special to Arm Appendix to Chapter 5 of the British Army's CLM Policy handbook. The UHC is required to make recommendations which are to be recorded on the MRA form at J4.0.

Where the UHC supports attendance on CLM Part 1, a copy of the MRA form and the Appendix 9 are to be forwarded to the training provider. Both forms are required before a soldier commences training.

Where the individual is assessed as incapable of meeting the BCCS training requirement in full, the soldier is to be deemed unfit to commence CLM training and is not to attend the course. Where the soldier is unlikely to be capable of completing BCCS training within the promotion year, the soldier's unit is to notify the appropriate MS Soldiers Desk, who may request an extension from the relevant Branch Colonel. This may be granted for periods of up to 6 months, to a maximum of 12 months from the date on which they should have completed CLM Part 1 (end of promotion year or 12 months from promotion date). Should the soldier be unable to complete BCCS training by the end of this period, they are to be reduced to their previous substantive rank, be considered no longer selected for promotion, and may be re-assigned accordingly.

Where a soldier is to be selected for promotion in a role which does not require them to deploy on operations, a case for exemption from BCCS training may be made by the CO, through the respective APC Career Manager, to DM(A) staff. If approved this individual may be promoted without completion of BCCS training, but having completed all other elements of CLM.

J3.0 PNCO and JNCO CLM Part 1 Course Fitness Standards

All JNCOs, unless medically down-graded, are expected to be capable of deploying on operations where they may be required to command soldiers in a contact situation. BCCS training is designed to meet this operational requirement and is incorporated into PNCO and JNCO CLM Part 1 courses as a critical training objective³³. Those restricted to Home Service only, including MPGS, are exempt the BCCS training requirement.

³³ Attendance is mandatory for Category 2 personnel (Biomedical Scientist, Clinical Physiologist, Dental Hygienist, Dental Technician, Health Care Assistant, Radiographers and Registered Nurses) although they are only required to participate (not lead) in BCCS.

Those identified as Medically Limited Deployability or Medically Not Deployable are to be assessed, as a minimum, against the following training requirement: “To participate in BCCS training for not less than two days”. As part of PNCO and JNCO BCCS training, the individual will be required to:

- Participate in up to eight battle lessons (BL)/battle exercises (BE) per day: undertaken across rough terrain; moving tactically and adopting fire positions (lying, sitting, squatting and standing as dictated by ground cover); and completing a series of tactical BCCS tasks. The BCCS tasks are to include engaging the enemy; conducting battlefield casualty drills and adhering to the rules for handling captured personnel. Examples of appropriate BCCS BL and BE are:
 - To assault a simulated enemy position moving tactically over 500m (fire team)/800m (section), culminating in a 50m (fire team)/100m (section) assault. This will require the individual to move tactically as a member of a pair or fire-team, providing covering fire for up to 15 seconds and then running up to 5m and adopting a suitable fire position, for a total distance of up to 100m using fire and manoeuvre.
 - To treat and extract a simulated casualty individually dragging a 12 stone dummy for up to 50m and then, with three others, carrying the casualty for a further 200m using an improvised stretcher.
 - To assault a simulated enemy position, using fire and movement for 50m (fire team) or 100m (section), then moving tactically escorting an enemy prisoner to a rendezvous over a distance of 300m.
- Undertake such training carrying a weapon and the following equipment:
 - During initial deployment; movement to a field location and recovery to a pickup point: combat clothing, boots, helmet and marching order webbing equipment carrying combat body armour (average weight 50 kg).
 - During each BL/BE: Assault order clothing, boots, helmet, webbing equipment and wearing combat body armour (average weight 35 kg).
- Walk and jog between each BL and BE location.
- When moving tactically, use a mixture of running, jumping ditches and gaps, walking, crawling and kneeling. It should not be necessary to climb buildings or jump from heights above one metre.
- Live in a field location digging shell scrapes (a body length trench dug to a depth of 12 inches) but not fire trenches for protection.

J4.0 CLM Part 1: Medical Risk Assessment Form

This form is the obligatory risk assessment which must be completed for individuals graded lower than Medically Full Deployability (MFD) prior to attending PNCO, JNCO and SNCO CLM Part 1 courses. The form is to be used to provide a risk assessment for the individual and confirm that they should be capable of completing the CLM training requirements. It must be completed in conjunction with PAP 10 Appendix 9, with reference to the training guidelines contained in Appendix J and the relevant Special to Arm Appendix to Chapter 5 of the British Army’s CLM Policy handbook.

Failure to complete CLM Part 1 training will prevent an individual from promoting beyond their substantive rank and therefore the assessment requires careful consideration of all information available to the unit on the individual's limitations and the risk that CLM training poses. The validity of this Medical Risk Assessment (MRA) will be enhanced by discussion at the Unit Health Committee (UHC) with the Regimental Medical Officer (RMO)

or designated Unit Medical Officer (UMO) present. The form is not be completed by the medical chain and must be signed by the CO. A signed copy of the form is to be held in the individual's personnel file, a copy sent to the relevant manning desk at the APC and one provided to the individual. The individual must have the outcome of the risk assessment explained to them.

No:		Rank		Surname:	
Unit:		Regt/Corps:		Forename:	
Branch/Trade:				Age:	

To be completed by OC

Details – refer to CLM Policy handbook.

CLM Level:	PNCO / JNCO / SNCO (delete as necessary)
Course Details (Ref No and dates):	
Location:	
Are there physical requirements to the training over and above those described in Appendix J?	Yes / No
Details:	

Use the individual's in date **Appendix 9** to complete:

Is the individual due a medical review prior to commencing CLM Training?

No Current Appendix 9 attached to this form. **(Go to 3)**

Yes After the review, attach any new appendix 9 generated. **(Then go to 3)**

All risk assessments should be discussed at UHC prior to CLM course loading:

Date of UHC:	
Record any decisions:	
Record advice of RMO/UMO provided:	

Any restrictions required should be documented. This section should be used to demonstrate unit awareness of Appendix 9:

Restrictions required:	
-------------------------------	--

Recommendation to CO of individual attending CLM training.

Accept	
Decline	

Assessment completed by:

Name:		Rank:		Post:	
Signature:		Dated:		Contact No:	

Commanding Officers decision:

Comments:	
-----------	--

Completed by:

Name:		Rank:	
Signature:		Dated:	

Copy to:

Army Personnel Centre
Individual
Adjutant