

CHAPTER 1 – GENERAL POLICY

References:

- A. Army Literacy and Numeracy Policy dated Feb 12.
- B. Army Basic Close Combat Skills Training Policy dated 30 Nov 10.
- C. 2013DIN07-124 Army Workplace Induction Procedures
- D. The Basics of 21st Century Land Warfare dated 1 Oct 10.
- E. "Skill at information" FDT/2/1/1/2 dated 21 Jul 11.

Introduction

1. This chapter outlines general policy concerning the delivery of the Command Leadership and Management (CLM) programme. Command Leadership and Management are defined¹ thus:
 - a. **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.
 - b. **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.
 - c. **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.

The CLM Programme

2. The CLM programme provides generic training and education (T&E) for all soldiers on 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) and Assessment Specifications (ASpecs) published on the CLM website.
3. **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.

4. **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 are published by DTrg(A). Further details are provided at Annex A to this chapter.

5. **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 and Part 3 is a Professional Development course run at AECs. More details are provided at Annexes B, C and D to this chapter.

6. **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 dependant on the individual achieving competence in the critical Training Objective (TO) No 1 - Command and Lead. Chapter 5 describes how each Arm and Service (A&S) delivers this T&E:

a. 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).

b. 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 the Instructional Specifications published by DTrg(A).

c. 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.

7. **Part 2.** Part 2 supports the WO and NCO 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 Reference C and should be completed within 3 months of assuming a new appointment.

8. **Part 3 (Professional Development)** is delivered by the AES in AECs. **This must be completed by all Cpls, Sgts and WO2s to be eligible for further promotion. Without it, individuals will be filtered out of future promotion boards. CLM Part 3 is designed as education ON promotion and is the final part of training for the rank. It should therefore be attended within one year of becoming substantive in rank.** It is delivered in the AES as follows:

(1) **JNCO CLM Part 3 Professional Development.** On becoming substantive at the end of CLM Part 1 and attending Part 2 in unit, Cpls apply to attend the 5-day course delivered by the AES. Part 3 should be completed within one year of becoming substantive in rank.

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.

(2) **SNCO CLM Part 3 Professional Development.** On becoming substantive at the end of CLM Part 1 and attending Part 2 in unit, Sgts apply to attend the 7-day course delivered by the AES. Part 3 should be completed within one year of becoming substantive in rank.

(3) **WO CLM Part 3 Professional Development.** On becoming substantive at the end of CLM Part 1 and attending Part 2 in unit, WOs apply to attend the 8-day course delivered by the AES. Part 3 should be completed within one year of becoming substantive in rank.

9. **CLM Progression.** The generic CLM pipeline is shown in Figure 1:

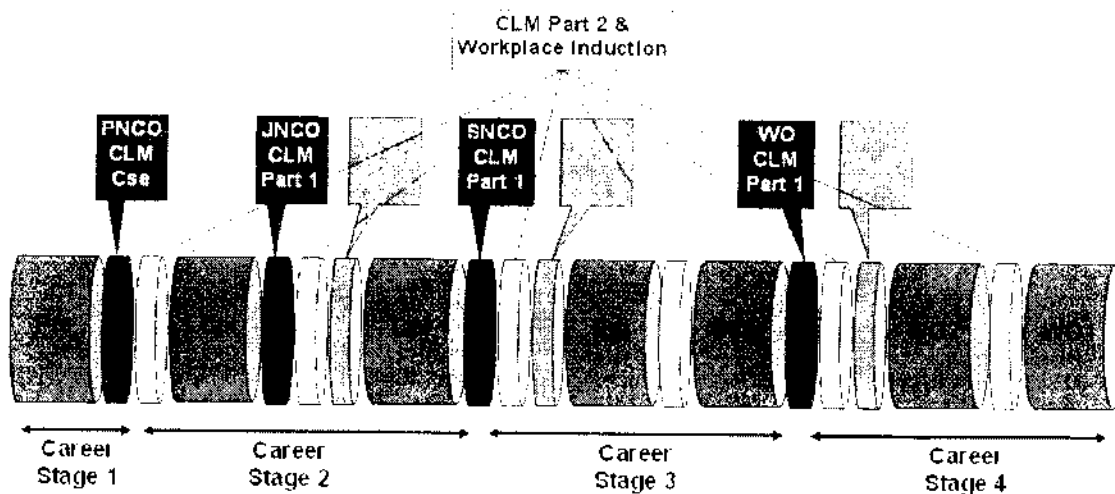


Figure 1: Generic CLM Pipeline

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

- a. **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) – see Reference D. Students will develop a practical and operationally focussed approach to Values and Standards (V&S).
- b. **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.
- c. **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).
- d. **Perform Duties.** Students are to practice the role and associated duties of each rank in accordance with CEG requirements.
- e. **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).

- f. **Improve Own Learning and Performance.** Students will develop different learning styles and utilise IT in support of personal administration.
- g. **Lead Individual and Team Training.** Students will support, deliver, plan and co-ordinate team training.
- h. **Operate within UK Defence Policy.** The military knowledge component of the CLM package reflects the requirement for all WOs and NCOs 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.

11. **Descriptions of CLM courses.** Annexes A – D to this chapter 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.

12. **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:

- a. 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.

(1) 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.

(2) Where, in exceptional circumstances beyond the individual's control, a WO or NCO 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.

- b. Part 2. 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
- c. Part 3 (Professional Development) courses is to be completed within 12 months of Part 1.

Selection and loading

13. Selection and loading is to be undertaken as follows:

³ Normally through the MS Sldrs 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

- a. **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. The RCMO⁵ is to sign the A&S course application form at Annex E to this chapter. Individuals are not to commence this T&E unless they meet pre-course criteria including mandatory training and literacy and numeracy qualifications.
- b. **Part 3 courses.** Places on an AEC CLM Part 3 course will be allocated in line with the priorities below:
- (1) **Priority 1** – Eligible (by time served) for the next promotion board.
 - (2) **Priority 2** – Those within their first 12 months in substantive rank⁶ and in accordance with cap badge promotion rules⁷.
 - (3) **Priority 3** – Those with more than 12 months in substantive rank but not yet eligible (by time) for the next promotion board, and those who lack the residual Service for subsequent promotion according to their cap badge rules. Attendance is voluntary for those who lack the residual Service for subsequent promotion.

APPLICATIONS

14. **Priority 1 applications for CLM Part 3 during the 15/16 period** are to be bid for by unit RCMOs/Training Officers using Annex E. RCMOs/Training Officers are to consult the centrally held APC consolidated list on the MS web which identifies those individuals considered by APC to be Priority 1.⁸ The application form (for Germany and UK based courses) should be sent by the RCMO to the **at 10 AEC, Jellalabad Bks, Tidworth, Wiltshire, SP9 7BW, fax number** or Cyprus to Episkopi () Fax - or Dhekellia () fax. **Should a Cpl be unable to attend a course prior to the May 15 promotion boards due to welfare/compassionate or operational reasons, a case is to be raised for an extension to 30 Sep 15 by the unit CO to the cap badge at APC.**

15. **Priority 2 and 3 applications** are also to be made using Annex E. Course bids will not be accepted until individuals meet the eligibility criteria as outlined in the CLM handbook. All applications for courses are to be sent directly to the **local AEC**. This information will be captured and AEC courses clerks will then fax the bid forms to the Central Loader at Tidworth or Cyprus at the addresses above. **Note that each course is allocated a bid-by-date up to eight weeks prior to a course.**

16. **CLM application process.** As of 1 Apr 15, CLM Part 3 course management will be conducted through JPA. Applicants will need to ensure that they log onto JPA to determine whether they have been successfully loaded onto a CLM Part 3 course, whether they are required to bid again or whether they are a course reserve. This information will be contained in JPA workflow notifications. RCMOs are to ensure that they have the Course Administrator role on JPA. This will allow them to track an applicant's course application from the initial bid to their course completion or remediation.

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.

⁶ Time from successful pass of CLM Part 1

⁷ Capbadge annexes in CLM handbook on MS Web refers.

⁸ For those individuals who do not feature on the list and who may have a special circumstance (dependent on a long career course, such as CoV-Bandmaster-VMO or Corp st) Annex E should also be completed.

17. **Rest of the World (RoW).** Direction for applications for personnel in RoW locations is as per the rest of this DIN, noting the following:

- a. **Non-Firm Base⁹.** If posted to a non-firm base location individuals are not entitled to T&S to return to complete a mandatory education course. It is therefore essential that individuals plan for attendance on a course prior to or immediately post an overseas assignment. Those affected should annotate that they are posted to a RoW location on the application form to 30 AEC, Woolwich as this will be taken into consideration when courses are loaded. APC CMs should note this limitation and avoid assigning anyone to a non firm-base location who has not obtained CLM Part 3 and who would otherwise be eligible to board for promotion.
- b. **Firm Base¹⁰.** Whilst on assignment to RoW firm base locations, 30 AEC Woolwich is the nominated AEC to deal with any enquires and applications less from those posted to Brunei or Nepal who should contact Chatham AEC. Local budgetary restrictions on flights to UK, Germany or Cyprus to attend CLM courses are likely to be in place.

WITHDRAWAL POLICY

18. Once a course has been loaded individuals will be informed of successful bids. Units are to inform the AEC running the course immediately if there is any intention to withdraw a candidate so that a reserve may be called forward. The Unit may not send a substitution. Requests for withdrawal must be submitted on the form provided at Annex F and signed by the Unit's representative for soldier education (RCMO/Training Major). Withdrawal from the course within 5 days should only take place in exceptional circumstances¹¹.

19. **AEC Course Amendments.** AEC course amendments/additions must be requested prior to courses running. All requests should be made by the OC AEC Group to the relevant SO2 at Support Command/Cyprus. Requests should then be sent to clm@mod.gov.uk, D Ed Cap for authorisation and new course codes.

20. **Travelling Reserves.** Due to the high demand for places on CLM Part 3 courses, two reserves will be nominated by the CCL and are to arrive on day 1 of the course in the event of individual no-shows. In the event that an individual is forced to withdraw from a course prior to it starting, one of these reserves will automatically be placed on the course and another reserve nominated to arrive on day 1 as a travelling reserve.

21. **Failure to Attend.** In the event of an individual failing to attend a course, the AEC will contact the unit CO. COs are to investigate and take the appropriate action.

Entry Standards

22. The generic entry requirements to attend CLM courses are shown in Annexes A – D of this chapter. Where A&S have additional requirements, these are shown in the pertinent Annex to Chapter 5. 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.

- a. **Literacy and Numeracy Skills.** Soldiers are required to be at a minimum standard in Literacy and Numeracy as set out in Reference A.

⁹ Overseas locations such as loan service or Defence Diplomacy appointments where individuals are often in singleton posts

¹⁰ Gibraltar, Falkland Islands, BATUS, BATUK

¹¹ This will include those withdrawn due to short notice operational tasking or compassionate reasons

(1) Soldiers are not to start CLM Part 1 or Part 3 unless they hold literacy and numeracy qualifications at the requisite national levels.

(2) From 1 Apr 14, soldiers must hold these qualifications in order to be considered for promotion.

Benchmark	Literacy ¹²		Numeracy	
Eligible for attendance on JNCO CLM Part and substantiation as Cpl From 1 Apr 14, required for consideration for promotion	Level 1		Level 1	
Eligible for attendance on SNCO & WO CLM and substantiation in rank. From 1 Apr 14, required for consideration for promotion	From 1 Apr 12	Level 2	From 1 Apr 12	Level 2

(3) 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 Annex F.

b. **Fitness.** Soldiers attending PNCO and Part 1 CLM courses are assessed in their ability to lead BCCS¹³; this is a critical element of the training and is physically demanding. The minimum fitness requirements are outlined in Annex J and in the Special to Arm Annexes to Chapter 5. 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 Annex J.

(1) 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 Sldrs branch at the APC, seeking an extension, which may be granted in 6 month blocks, to a maximum of 12 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.

c. **MATTs.** The default requirement for MATTs is Level 1, achieved in the previous 12 months. However, in order to prevent nugatory training, 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 Annex in Chapter 5 and should be clearly stated in course joining instructions.

d. **Information Technology (IT) training.** All attending CLM courses are to have completed Basic IT Skills training. Cpls are to have completed Self-Service Employee e-learning whilst WOs and SNCO are to have completed Self Service Manager e-learning available on JPA.

Assessment, recording, reporting and remediation

¹² 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

¹³ Less AMD Deployment Category 2 personnel. i.e. Biomedical Scientists, Clinical Physiologists, Dental Hygienists, Dental Technicians and Health Care Assistants.

23. Chapter 2 contains a detailed guide to CLM assessment, reporting and remediation¹⁴.
- 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 Para 10. 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 – see para 18. 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 Annexes A and B.
24. 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 Annexes A – D to this Chapter.
 - 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', he/she may be recommended for further promotion but will not be considered by subsequent promotion boards.
25. **JPA record keeping.** Chapter 2 describes JPA action on completion of CLM.
26. **Remediation.** The Remediation Plan shown at Annexes B and C to Chapter 2, is to be completed under the direction of the LDO / 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 as NYC on CLM Part 3 may require further remediation action from either the LDO or the 1RO to complete the remediation plan.
27. **Return to Unit (RTU).** AGAI 67 action is not to be undertaken where a soldier is RTU because of a failure to meet course input standards, illness, operational or compassionate reasons. The 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.

Accreditation

28. The CLM 2008 programme has been accredited by a range of civilian institutions 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.

¹⁴ Remediation post course remedial action required to achieve competence.

29. The benefits of accreditation are:
- a. **Professional and Personal Development.** Accreditation of CLM is a crucial component of the Army 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.
 - b. **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. Army personnel should be confident that their leadership and management skills are recognised with credible and sought-after qualifications.
 - c. **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.
30. 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.
31. Full details of accreditation opportunities are available via the Accreditation page on the D Ed Cap [website](#).

Sustaining the programme

32. Responsibilities for sustaining the CLM Programme are as follows:
- a. **Training Requirements Authority (TRA).** DTrg(A), as the 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)¹⁵ 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 INVAL summaries and liaison visits to training units.
 - b. **Training Delivery Authorities (TDA).** TDAs are responsible for ensuring that T&E is delivered in accordance with the agreed FTS and that quality assurance regimes are in

¹⁵ 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)

place for distributed T&E courses. They are to provide evidence of T&E trends through production of a CLM Evaluation summary sent to DTrg TDT on a six monthly basis – see Chapter 3 Annex C – and provide annual completion statistics on all CLM courses.

(1) Capability Directorates are the TDA for PNCO CLM and for the JNCO, SNCO and WO Part 1 courses.

(2) D Ed Cap is the TDA for all Part 3 CLM courses.

c. **Training providers.** Army Education Centres (AEC), ARTD Operating Groups, DTEs and units act as Training Providers and are responsible for the delivery of T&E to the agreed FTS.

d. **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 Annex G¹⁶.

Administration and welfare

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

a. **Course Director.** The 'Course Director' is an officer or WO in the school, unit¹⁷ or AEC, responsible for the delivery of Part 1 or Part 3 courses. Course Directors have delegated authority from the TDA for assuring the T&E delivery and assessment standards.

b. **Assessor.** Assessors are individuals, nominated by the Chain of Command, who has the technical and professional competence to certify performance at the level and to the standards expected in rank particular to CEG (as appropriate).

c. **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 Induction programme and are to monitor progress in completing the various elements of CLM through the annual reporting regime. They are also key to the completion of all remediation plans when necessary.

d. **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.

34. **Welfare.** Training providers and units share a responsibility for soldier welfare.

a. Units are to inform training providers about welfare matters concerning a soldier attending CLM T&E.

b. All soldiers are to be formally interviewed by the relevant course officer to ascertain whether they have any welfare, discipline or medical / injury problems.

¹⁶ Proponents identified in Annex B of AGAI Vol 2, Chapter 56

¹⁷ This is to be a commissioned Officer or Warrant Officer nominated by the CO

- c. Those attending PNCO CLM training and Part 1 CLM courses are to be provided with ready access to welfare staff.
- d. Some elements of CLM training result in significant levels of stress. Training deliverers are to ensure that soldiers are effectively supported during such training.

AEC support to remote outstations

35. 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:

- a. **HQ BFFI units.** All HQ BFFI units are supported by the LDO of the deploying Infantry Bn.
- b. **BATUS units.** All personnel on the BATUS permanent staff are supported by 30 AEC at Woolwich.
- c. **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.

Transitional arrangements from CLM 04

36. 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 04 have been withdrawn. All NCO and WO promotions must now be supported by completion of the relevant CLM 08 T&E.

Annexes:

- A. PNCO CLM training.
- B. JNCO CLM training and education.
- C. SNCO CLM training and education.
- D. WO CLM training and education.
- E. Course Application Proformas.
- F. Literacy and Numeracy Qualifications.
- G. Proponents.
- H. CLM administration flow charts.
- I. Guide to Workplace Induction.
- J. Medical Standards for Basic Close Combat Skills training.

PNCO CLM TRAINING

General

1. 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 Appendix 1, is delivered on an A&S basis through a minimum 8 day course. Training is normally to be delivered on a distributed basis¹ utilising Instructional Specifications produced by DTrg(A) which are available on the CLM website. Further A&S specific details are provided in Chapter 5.
2. **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 Directorate². The minimum medical fitness requirement is shown at Annex J to Chapter 1. Ideally, PNCO students will be at Level 1 in literacy and numeracy, however this is not mandated.

Linkage to substantive rank, appraisal reports and further promotion

3. Soldiers informed of their selection for promotion prior to the start of the promotion year³ 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 promoted⁴. 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.
4. Soldiers who leave 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.
5. 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 his CO. The successful completion of these critical EOs is to be entered on JPA by the unit delivering the PNCO course, using the course code shown in Chapter 2 paragraph 12.
6. Extensions may be sought from the relevant Colonel MS soldiers at the Army Personnel Centre where soldiers, through no fault of their own, fail to complete the critical EOs within the specified period.
7. 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.

¹ Exceptionally soldiers leaving Phase 2 courses as Lance Corporals and ACC SPS and CAMus soldiers undertake PNCO CLM training at their Arms and Service school

² 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 Annex and course joining instructions.

³ Normally through the MS Sldrs Centralised Promulgation of Promotion Results

⁴ 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

8. **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 para 3) of the PNCO CLM course prior to being granted substantive rank of lance corporal.

9. **Appraisal Reports (AR).** Individuals who have assumed acting rank are to have their annual 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.

10. **Remediation arrangements.** Remediation of TOs, which is to be defined by the Course Director using the proforma at Annex B to Chapter 2, is to be completed in unit or as determined by Capability Directorates.

Appendix:

1. PNCO CLM - Training Objectives and Enabling Objectives

PNCO CLM - TRAINING OBJECTIVES AND ENABLING OBJECTIVES

TO(s) (a)	EO(s) (b)	Notes (c)
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	

JNCO CLM TRAINING AND EDUCATION

General

1. 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 Appendix 1, is delivered in 3 parts, and is to be fully complete within 12 months of achieving substantive rank as follows:
 - a. Part 1 JNCO CLM is a Substantiation course, requiring a minimum 8¹ days 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.
 - b. Part 2 JNCO CLM 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 Reference C.
 - c. Part 3 JNCO CLM provides a Professional Development course delivered by the AEC. It aims to develop the individual's knowledge in key areas identified in Reference D as required at each rank.

Part 1 JNCO CLM – Substantiation Training

2. **General.** Part 1 JNCO CLM 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.
3. **Eligibility.** Soldiers must meet the following criteria to attend a JNCO CLM Part 1 course:
 - a. 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 annex to Chapter 5, as set by the relevant Capability Directorate for the course. The minimum fitness requirement is detailed at Annex J to this chapter.
 - b. Have completed PNCO CLM² training, including any remediation to the satisfaction of the CO.
 - c. 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)³, the Student Bandmaster Course, the RE Clerk of Works Course, the RE Military Plant Foreman course or REME Artificer training.
 - d. Hold nationally recognised literacy and numeracy qualifications (or their approved equivalents) at Level 1. The list of approved qualifications is at Annex F. The qualifications are to be recorded on JPA by the soldier's parent unit and, through the LDO, on PROMIS.
 - e. Have completed Basic IT Skills and JPA Self Service User training.

¹ 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 Chapter 1, para 6c.

² For those selected for promotion to lance corporal after Jul 08 only.

³ All candidates must have passed Flying Grading and been accepted for the APC. All applications must be supported by evidence from AAC MCM Div.

Part 2 JNCO CLM

4. Part 2 is mentored, in-unit training, undertaken in conjunction with the Army Workplace Induction Programme – see Reference C – and may be undertaken prior to completion of Part 1. It ensures that newly promoted JNCOs are able to assume their duties effectively.

Part 3 JNCO CLM – Professional Development

5. 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 Part 3 CLM

6. 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 forms at Annex E, which are to be sent to the parent AEC regardless of the location of the course. **Priority 1** bids should be sent by the RCMO to the [redacted] at 10 AEC, Jellalabad Bks, Tidworth, Wiltshire, SP9 7BW, fax number [redacted] or Cyprus to Episkopi [redacted] Fax – [redacted] or Dhekelia [redacted] fax [redacted]. Part 3 course loading is to 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.

Linkage to substantive rank appraisal reporting and subsequent promotion,

7. 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.

a. JNCOs informed of their selection for promotion prior to the start of the promotion year⁴ must complete the critical elements (E.O. 1.1 and 1.4⁵) of the JNCO CLM Part 1 course before the end of the promotion year in which they are promoted⁶. 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.

b. Where an NCO has failed to complete the critical elements within this extended timeframe, the soldier is to revert to his/her substantive rank. If there is no immediate replacement (and the post cannot be gapped), the soldier may continue in post in his/her substantive rank, but is to be removed as soon as a replacement is available. The soldier will no longer be considered as selected for promotion and must compete on a subsequent promotion board to be reconsidered.

c. 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.

4 Normally through the MS Sdtrs Centralised Promulgation of Promotion Results

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

6 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

8. **Deployment on operations.** A lance-corporal may only deploy on operations in the acting rank of corporal if he/she has 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 para 7a) of the JNCO CLM prior to being granted substantive rank of corporal.

9. **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 his/her 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.

10. **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 Cpls for promotion to Sgt.

Transitional arrangements

11. 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 04 and 08 are therefore no longer applicable. All soldiers selected for promotion to Cpl must complete all 3 Parts of CLM 08.

Appendix:

1. JNCO CLM Training Objectives and Enabling Objectives.

JNCO CLM TRAINING OBJECTIVES AND ENABLING OBJECTIVES

TO(s) Delivered (a)	EO(s) Delivered (b)	Comment (f)
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	

SNCO CLM TRAINING AND EDUCATION**General**

1. 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:
 - a. Part 1 SNCO CLM 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.
 - b. Part 2 is in-unit training undertaken in conjunction with the established Workplace Induction procedures within the unit in accordance with Reference C and must be supported by the individual's 1RO.
 - c. Part 3 SNCO CLM is a Professional Development course delivered by the AEC. It aims to develop the individual's knowledge in certain areas, identified in Reference D as required at each rank.

Part 1 SNCO CLM – Substantiation Training

2. **General.** Part 1 SNCO CLM 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. 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.
3. **Eligibility.** To be nominated, all candidates must meet the following criteria:
 - a. Completed JNCO CLM parts 1-3, including any remediation to the satisfaction of the CO.
 - b. 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 annex to Chapter 5, as set by the relevant Capability Directorate for the course. The minimum fitness requirement is detailed at Annex J to this chapter.
 - c. Be selected and otherwise qualified for substantive promotion to sergeant or selected to attend¹ 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.
 - d. 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 PROMIS. The entry standard for Part 1 SNCO CLM is Level 2 in literacy and numeracy (or equivalent). The list of approved qualifications is at Annex F.

¹ All applications must be supported by evidence from the relevant MCM Div.

Part 2 SNCO CLM

4. Part 2 is mentored induction, undertaken in-unit in conjunction with the Army Workplace Induction procedures – see Reference C – and may be undertaken prior to completion of Part 1. It ensures that the newly promoted NCO is able to assume his duties effectively.

Part 3 SNCO CLM – Professional Development

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

a. The entry standard for Part 3 SNCO CLM (Professional Development) is Level 2 in literacy and numeracy (or equivalent).

b. 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.

6. 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 forms at Annex E, which are to be sent to the parent AEC regardless of the location of the course. **Priority 1** bids should be sent by the RCMO to the **at 10 AEC**, Jellalabad Bks, Tidworth, Wiltshire, SP9 7BW, fax number **or Cyprus to Episkopi () Fax or Dhekelia) fax**. 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.

Linkage to substantive rank and further promotion

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

a. 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 promoted². 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.

b. 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.

c. Where an NCO has failed to complete the critical element within this extended period, the soldier is to revert to his/her substantive rank. If there is no immediate replacement (and the post cannot be gapped), the soldier may continue in post in his/her 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.

² 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.

8. **Deployment on Operations.** A corporal may only deploy on operations, in an acting rank of sergeant, if he/she has 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 para 3 above) of the SNCO CLM prior to being afforded substantive rank.
9. **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 his 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.
10. **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 his substantive rank, not as a requirement for subsequent promotion.

Transitional arrangements

11. 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 04 and 08 are therefore no longer applicable. All soldiers selected for promotion to Sgt must complete all 3 Parts of CLM 08.

Appendix:

1. SNCO CLM Training Objectives and Enabling Objectives.

SNCO CLM TRAINING OBJECTIVES AND ENABLING OBJECTIVES

TO(s) Delivered (a)	EO(s) Delivered (b)	Comment (f)
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	

WO CLM TRAINING AND EDUCATION

General

1. WO CLM provides selected SNCOs with the generic command, leadership and management skills required of a WO. This training and education (T&E) is conducted in 3 parts in the following order:
 - a. Part 1 WO CLM is a substantiation course delivered under A&S arrangements utilising instructional specifications prepared by DTrg(A). This is to be completed within the promotion year.
 - b. Part 2 WO CLM supports the newly promoted WO through mentoring in his new post, undertaken in conjunction with the established Workplace Induction procedures in accordance with Reference C
 - c. Part 3 WO CLM is a Professional Development course delivered by the Army Educational Services (AES). It aims to develop the individual's knowledge in keys areas identified in Reference D.

Part 1 WO CLM - Substantiation Training

2. **General.** Part 1 WO CLM 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. Completion of a critical element (Values and Standards) is necessary to achieve substantive promotion to the rank of WO2.
3. **Eligibility.** There is no minimum medical fitness requirement for this course. Candidates must fulfil the following criteria prior to commencing the Part 1 course:
 - a. Completed SNCO CLM, including remediation to the satisfaction of the CO.
 - b. Selected and otherwise qualified for substantive promotion to WO2.
 - c. Hold nationally recognised literacy and numeracy qualifications (or their approved equivalents) at the mandated standard. The list of approved qualifications is at Annex 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 Part 1 WO CLM (A&S) are as follows:
 - (1) Level 2 in literacy and numeracy (or equivalent).
 - (2) Have completed JPA Self Service Manager training.

Part 2 WO CLM

4. Part 2 is undertaken in conjunction with the generic Workplace Induction Procedures – see Reference C – and may be undertaken prior to completion of Part 1. It ensures that the newly promoted WO is able to assume his duties effectively.

Part 3 WO CLM - Professional Development

5. 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.

6. **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 forms at Annex E, which are to be sent to the parent AEC regardless of the location of the course. Priority 1 bids should be sent by the RCMO to the [redacted] at 10 AEC, Jellalabad Bks, Tidworth, Wiltshire, SP9 7BW. fax number [redacted] or Cyprus to Episkopi [redacted] Fax – [redacted] or Dhekelia [redacted] fax [redacted]. Part 3 course loading will reflect the need for individual WOs to complete Professional Development within 12 months of achieving substantive rank.

Linkage to substantive rank and further promotion

7. 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:

a. 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 promoted¹. 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 of WO should be backdated to the date of initial appointment.

b. 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.

c. 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 his/her 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.

8. **Deployment on Operations.** A corporal may only deploy on operations, in an acting rank of sergeant, if he/she has 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 para 3 above) of the SNCO CLM prior to being afforded substantive rank.

9. **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 completion of CLM. Recommendations for promotion should be made for the rank of WO1. If an acting WO2 is required to revert to his/her 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.

¹ 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.

10. **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.

Transitional arrangements

11. 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 04 and 08 are therefore no longer applicable. All soldiers selected for promotion to WO2 must complete all 3 Parts of CLM 08.

Appendix:

1. WO CLM Training Objectives and Enabling Objectives.

WO CLM - TRAINING OBJECTIVES AND ENABLING OBJECTIVES

TO(s) Delivered (a)	EO(s) Delivered (b)	Comment (f)
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 5.2 Write to communicate proposals and recommendations 5.3 Speak effectively to communicate ideas, opinions and arguments	Entry requirement
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	

COURSE APPLICATION PROFORMA

1. The following forms are to be used when applying for CLM courses and assessments
 - a. CLM 1 - for PNCO and CLM Part 1 courses delivered by Arms and Services.
 - b. CLM 2 -- Priority 1/2/3 Application to attend CLM Part 3 (AEC) Course 15/16.
 - c. CLM 3 – Application for Priority 1 Status.
 - d. CLM 4 -- CLM Part 3 Withdrawal Notice.

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

1. Unit Details.

Unit name	Unit Address	Contact telephone

2. Soldier's Details.

Number:	Sub Rank:	Name:	Initials:	Cap badge

3. 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 ¹ (insert course details including date):	

4. CLM Course Details. (enter courses in preferred order).

Ser	Course Code	Rank ²	Location	Start Date
(a)	(b)	(c)	(d)	(e)

5. Confirmation of achievement of pre-course requirements

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

Ser	Requirement	Description	Entered on JPA Yes / No	Completion Date	RAO / Training Officers Signature
(a)	(b)	(c)	(d)	(e)	(f)
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			
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			

¹ Selected as Student; Bandmaster, RF Clerk of Works, Army Pilot, REME Artificer, APTC probationer etc.

² Insert 'PNCO', 'JNCO', 'SNCO' or 'WO' as appropriate

12	MATT 7	Operational Law			
13	MATT 8	SERE			
14	MATT9	CIED			

b. **Literacy and numeracy qualifications.** The soldier has the following literacy and numeracy qualifications³

Ser	Qualification	Level	Completion Date
(a)	(b)	(c)	(d)
1			
2			

c. **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.

Ser	E-Learning Course	Completion Date	RAO/Training Officer Signature
(a)	(b)	(c)	(d)
1	Self Service User Course		
2	Self Service Manager Course		

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

Ser	Description of Training Completed	Completion Date	Trg Offrs Signature
(a)	(b)	(c)	(d)

6. **Unit Declaration (to be signed by the RCMO).**

a. This soldier meets the eligibility criteria for Part 1 CLM and is available for the courses at paragraph 4 above.

b. The soldier is fit to attend⁴ with a medical grading of (delete as appropriate):

MFD

MLD - PAP10 Annex 9 and Risk Assessment attached

³ See CLM Policy Handbook Chapter 1 Annex F for approved qualifications

⁴ See Annex J for fitness requirements and procedures for those graded less than MFD

PRIORITY 1/2/3 APPLICATION TO ATTEND CLM PART 3 (AEC) COURSE

1 Unit Details

Unit name	Unit Address	Email Address
Contact telephone		CoC: _____

2 Soldier's Details

Number:	Sub Rank:	Name:	Initials:	Capbadge
e-mail address:				
Enlistment Date:		Engagement	ROD:	
Nationality:	UK	F&C	Gurkha	
(if naturalised UK citizen since enlistment tick both UK and original nationality)				

3. Promotion and prioritisation details

Date of completion of CLM Pt 1:	
Dates achieved for Functional Skills literacy and numeracy 1 1/2 on JPA?	
Priority as per CLM DIN/CLM Policy Handbook ¹ . Priority 1, 2 or 3	
If priority 1 does this individual appear on the APC list? Y/N	
Date of next operational deployment:	

4. CLM Course Details (Insert 2 courses, to be held in the next 6 months, in preference order)

SEP	Course Code	AEC	Course Dates	If a course is chosen, other than at the local AEC, state reason for applying outside local area
(a)	(b)	(c)	(d)	(e)

5 Unit Declaration (to be signed by the RCMO/Training Officer) Priority 1 send directly to 10 AEC, Tidworth. Priority 2 and 3 send to local AEC.

This soldier meets the eligibility criteria for Part 3 CLM (including correct literacy and numeracy level), has completed CLM Part 1, CLM Part 2 Workface induction and is available for the courses at paragraph 4 above.

DLP Log-In Confirmed Y/N*

Army Net Log-In Confirmed Y/N*

Signature:	Units and Name:	Date & Stamp:

INCOMPLETE FORMS WILL NOT BE PROCESSED

¹ This data is purely for training population analysis and is not used for local planning or prioritisation

a Priority 1 – eligible (by time) for the next promotion band; Priority 2 – Those with their last 12 months in substantive rank and in

a band with cap badge promotion rules; Priority 3 – Those with more than 12 months in substantive rank but not yet eligible for

promotion to the next promotion band; and those who are the regular. See also for criteria used to determine banding (all cap badge

rules). Attendance is voluntary for those with 12 months residual Service for subsequent promotion

(*where applicable)

APPLICATION FOR PRIORITY 1 STATUS⁷

Details

Name:			
Rank:		Service No:	
Unit:			
Date of substantive rank:		Date of completion of CLM Part 1:	
Dates of achievement of Functional Skills Level 1/2 on JPA:			
Dates of promotion board:			

Justification for Priority 1 from RCMO

Supporting comments from CO/OC

RCMO Sig:

Name:

Date

APC Sig (if agreed):

Name:

Date:

If approved this form should be returned to 10 ALC, Tidworth, Jellialatbad Fkcs, Tidworth, Wiltshire, SP9 7BW
Fax :

⁷ This application form is specifically for those members who do not fit in on the APC held every 12 months but may be a special case (e.g. attendance on a paid career course). This application must be sent to SGT soldiers at CEM Branch for agreement.

COMMAND LEADERSHIP & MANAGEMENT (CLM) PART 3 WITHDRAWAL NOTICE

Units are to complete this form in full and submit it to the AEC responsible for running the course.

Candidate Details				
Service Number	Rank	Surname	Initials	Forename
Unit/Sqn			Line Manager	Rank

Unit Details		
Unit Address:	UIN:	Correspondence Address (if different from work):
Tel:	Fax:	Tel:
Email:		Email:

Course Details				
JNCO	SNCO	WO	Location	Course Dates

Reason For Withdrawal

This form must be signed and stamped by the Unit's representative for soldier education (RCMO) or Training Officer along with a valid reason of withdrawal. Please note that withdrawal within 5 days of the course start date must detail a valid reason. The unit will be contacted by the respective Comd ETS to clarify the withdrawal reason and impact on the individual's career.

Signed: _____

Name: _____

Appointment: _____

Form not valid without a Unit Stamp

LITERACY AND NUMERACY QUALIFICATIONS

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

- a. A Certificate in Adult Literacy, or a Functional Skills Qualification in English
 - (1) Level 1 – For promotion to Cpl.
 - (2) Level 2 - For promotion to Sgt and beyond
- b. A Certificate in Adult Numeracy, or a Functional Skills Qualification in Mathematics:
 - (1) Level 1 – For promotion to Cpl.
 - (2) Level 2 - For promotion to Sgt and beyond
- c. Non native English speakers are required to complete a Speaking and Listening qualification at the appropriate level in place of the literacy qualification:
 - (1) ESOL Level 1 – For promotion to Cpl.
 - (2) ESOL Level 2 - For promotion to Sgt and beyond.

2. Acceptable alternative qualifications are shown below:

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 ¹ - Grade D-G	GCE A Level Further Mathematics Grade A - E
International GCSE English Second Language ¹ - 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

¹ With Speaking and Listening component either as integrated unit or offered in as a separate award but in combination with this English qualification

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

3. 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.

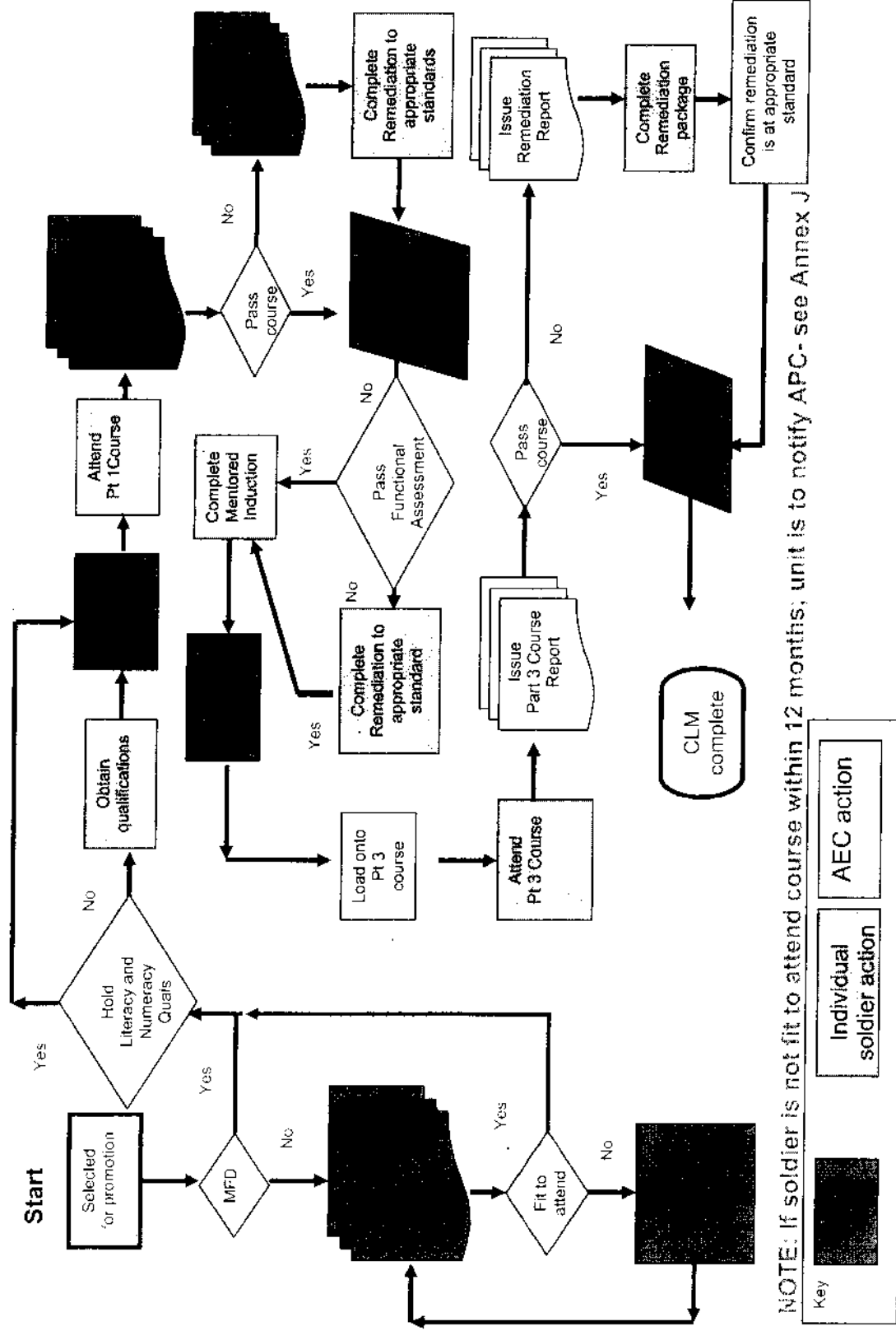
PROPONENTS

1. 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.
2. The task for proponents is to:
 - Ensure training is compliant with legal requirements
 - Ensure that training is compliant with current policy
 - Ensure progression across the CLM programme to aid coherence and avoid unnecessary duplication.
 - Update training material
 - Advise on training delivery, where appropriate.

The following have particular involvement in CLM course design and development.

Competence Area	Proponent	POC	Remarks
Leadership	Comdt RMAS		
Command	LWDG	LA	
Basic Close Combat Skills (BCCS) Fire and Manoeuvre CPERs Casualty Evacuation	CD Cbt PM(A) TBC	TBC	
Discipline	DPS(A) - PS2(A)		
Values and Standards	DPS(A) - PS2(A)		
Equality and Diversity	Manning(A)		
Welfare Stress Management Noise induced hearing loss, climatic injuries and nutrition	DPS(A) - PS4(A)		
Personal administration of subordinates General G1 JPA Terms of service policy Pay and allowances Career management	DSPS(A) DSPS(A) PS10(A) DSPS(A) APC	TBC TBC TBC	
Health and Safety	CESO(A)		
Communications Skills (Written and Oral)	D Ed Cap		
In Barracks Duties Reporting sick Guard duties	TBC APHCS PM(A) MPGS	TBC	
Personal Development	D Ed Cap		
Defence Knowledge	D Ed Cap		
Individual and Team Trg	DTrg(A)		
Coaching & Mentoring Instructor Development	D Ed Cap		

JNCO, SNCO and WO CLM Course Administration



GUIDE TO CLM PART 2 AND WORKPLACE INDUCTION

Introduction

1. 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.
2. 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.

Induction Elements

3. 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.
4. 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.
5. The generic requirements are shown within Appendix 1 to this Annex which have been drawn from Reference C. Details of CLM Part 2, Mentored Induction are shown at Appendix 2 to this Annex; these elements being drawn from the Training Performance Statements for the JNCO, SNCO and WO courses.

Recording

6. **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.
7. **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.
8. **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. Annex A provides a template for a locally produced document, which should be completed and retained by individuals in their Personal Development Record.

Appendices:

1. Individual Induction Proforma.
2. CLM Part 2A, Mentored Induction

INDIVIDUAL INDUCTION PROFORMA

Service Number	Surname	Initials
Rank	Unit	Date of arrival

Action	Lead	Date completed
Week 1 (immediate induction tasks)		
4. Introduction to individual work place and local team	Line Manager	
5. 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, Medcen, 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	

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

	supervising WO	<p>4.1.2.5 Identify the civil police control and co-ordination</p> <p>4.1.3 Execute casualty reporting procedures.</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 procedure 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> <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 the members of the Warrant officers and Sergeants Mess Committee.</p>
EO 4.2	<p>1. In barracks.</p> <p>2. Given:</p> <p>a. Unit/Corp instructions.</p> <p>b. Unit/Corp Mess Rules.</p> <p>c. Briefing and de-briefing by supervising WO</p>	<p>Act as a member of the WOs and Sgts' Mess.</p>
WO CLM MENTORED INDUCTION		
EO 4.1	<p>1. In barracks.</p> <p>2. Supervised.</p> <p>3. As an individual.</p> <p>4. Mentored during initial duty</p> <p>5. Given:</p> <p>a. A copy of unit standing orders related to duties.</p> <p>b. Briefing and de-briefing by Supervising officer.</p> <p>c. Sufficient information to make constructive assessment.</p> <p>d. Realistic time constraints.</p> <p>e. Duty Officer Folder.</p>	<p>Perform the duties of the Orderly Officer.</p>
<p>Delivered during Part 2 – workplace induction - within 3 months of appointment</p> <p>Where individuals undertake an out of hours duty, other than the role of orderly officer, the unit is to ensure that suitable induction briefs and mentoring are completed prior to first performing the duty</p>		

CLM PART 2 - MENTORED INDUCTION

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

Serial	Performance	Conditions	Standards	Remarks
JNCO CLM MENTORED INDUCTION				
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. 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). 4.1.1.5 Complete Daily Occurrence Book. 4.1.1.6 Provide security measures appropriate to Security State. 4.1.1.7 Execute unit emergency procedures. 4.1.1.8 Execute site access and exit procedures. 	Delivered during Part 2 – unit induction within 3 months of appointment Where individuals undertake an out of hours duty, other than the role of guard commander, the unit is to ensure that suitable induction briefs and mentoring are completed prior to first performing the duty.
SNCO CLM MENTORED INDUCTION				
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 	<ol style="list-style-type: none"> 4.1.1 Implement Counter Terrorism Response Level Measures. 4.1.1.1 Identify the location of further information (JSP 440). 4.1.1.2 Implement and plan any necessary procedures. 4.1.2 Execute post incident procedures. 4.1.2.1 Define the 4 Cs. 4.1.2.2 Identify the emergency services. 4.1.2.3 Examine evidence awareness. 4.1.2.4 Identify potential supporting agencies. 	Delivered during Part 2 – workplace induction - within 3 months of appointment. Where individuals undertake an out of hours duty, other than the role of orderly sergeant, the unit is to ensure that suitable induction briefs and mentoring are completed prior to first performing the duty.

MEDICAL STANDARDS FOR BASIC CLOSE COMBAT SKILLS (BCCS) TRAINING**Background**

1. BCCS is a key element of the Part 1 CLM 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 annex 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).
2. There is no requirement for those graded Medically Fully Deployable (MFD) to undergo Risk Assessment (RA) 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 Directorate¹.
 - a. **PNCO and JNCO training.** Where the soldier is graded below MFD, a Chain of Command-led RA, including a Stage 2 Fit for Course (FfC) assessment, must be carried out in accordance with the detail in this annex.
 - b. **SNCO training.** Those selected for promotion to the rank of sergeant complete BCCS supervision training during the SNCO Part 1 course. Where NCOs are graded below MFD a Chain of Command-led RA and Stage 2 FfC assessment 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 Annexes at Chapter 5 to this handbook and reiterated in course joining instructions.
 - c. **WO Training.** WO CLM Part 1 courses do not include practical BCCS training and those attending **do not** therefore require an RA.
3. The consolidated requirement is shown thus:

Cap Badge	Medical Deployment Standard	CLM Course Type			
		PNCO Course	Part 1 JNCO Course	Part 1 SNCO course	Part 1 WO Course
Infantry	MFD	Stage 2 FfC assessment	N/A	Stage 2 FfC assessment	No RA
	MLD	Stage 2 FfC assessment	N/A	Stage 2 FfC assessment	No RA
	MND	Stage 2 FfC assessment	N/A	Stage 2 FfC assessment	No RA
Other Arms	MFD	No RA	No RA	No RA	No RA
	MLD	Stage 2 FfC assessment	Stage 2 FfC assessment	See TPS	No RA
	MND	Stage 2 FfC assessment	Stage 2 FfC assessment	See TPS	No RA

¹ Due to the nature of the training, the Infantry still requires that individuals receive a [JSP 950 Leaflet 1.2.12 Stage Two Fit for Course](#) assessment prior to commencement of training

Risk assessment process

4. 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.

5. Completion of a CLM Risk Assessment ensures that Service Personnel have received a suitable and sufficient risk assessment to determine whether their level of physical fitness and functional ability meets the training standards specified for BCCS. Unit Physical Development staff are to inform this process and the Unit Health Committee (UHC) provides the platform upon which fitness for training decisions should be recorded. JSP 375, Vol 2, Leaflet 11 provides the framework for a Chain of Command-led Risk Assessment. Any downgraded individual must have an up to date Stage 2 FfC assessment² that remains in-date for the duration of the CLM course. This must be considered by the UHC in conjunction with the course requirements set out in Appendix 1 to this Annex and the relevant Special to Arm Annex. The UHC is required to make recommendations which are to be recorded on the RA form at Appendix 2 to this Annex.

6. Where the UHC supports attendance on CLM Part 1, a copy of the RA form and the Stage 2 FfC assessment are to be forwarded to the training provider. Both forms are required before a soldier commences training.

7. 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 Sldrs 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 he/she 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.

Appendices:

1. PNCO and JNCO CLM Part 1 Course Fitness Standards.
2. CLM Part 1 Risk Assessment Form.

² The Appendix B to FAP 10 V3 will also provide the Chain of Command with instructions in relation to employment limitations.

PNCO AND JNCO PART 1 COURSE FITNESS STANDARDS

1. 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 objective¹. Those restricted to Home Service only, including MPGS, are exempt the BCCS training requirement.
2. Those identified as Medically Limited Deployability or Medically Not Deployable are to be assessed to evaluate whether they are capable of participating in BCCS training detailed below.
3. Prior to participating in BCCS training, each individual should undertake a progressive fitness training programme developed by qualified Unit PT staff in order to adequately prepare them to meet the fitness standard requirements, including weight carriage detailed in paragraphs 4, 5 and 6 below.
4. Individuals will be required to 'live in the field' under arduous conditions for a minimum of 48 hours whilst retaining the ability to operate effectively. During this time they will be expected to wear an appropriate form of Personal Clothing System (PCS), footwear and Personal Protective Equipment (PPE) including helmet and Body armour. Types of routine activities the individual is likely to undertake include:
 - a. Construct shell scrapes (a body length trench dug to a depth of 12 inches).
 - b. Maintain own health and hygiene in the field
 - c. Maintain own nutrition (rations) and hydration.
 - d. Construct a shelter and sleep in less than comfortable positions.
 - e. Maintain personal/section weapons.
 - f. Carry out sentry duties often in a prone position for extended durations.
5. An appropriate equipment order² listed below will be adopted throughout the BCCS training in accordance with the individual's CEG. In addition to the personal weapon, the equipment order details the load carrying equipment and contents individuals' will be expected to carry:
 - a. **Fighting Order.** The individual will regularly carry enough equipment in order for the individual to fight and in an emergency survive for 24 hours. Fighting Order will be employed when carrying out the BCCS activities detailed in paragraph 6. Table 1 highlights equipment that could possibly be carried although this list is not exhaustive.

Table 1 – Example Fighting Order equipment list

Ser	Item
1	Magazines (6 full magazines or as issued)
2	Rifle cleaning kit
3	Water bottle
4	First Aid kit
5	Emergency rations
6	Mug

¹ 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

² Extracted and adapted from AC /1/17 CD Combat Dismounted Close Combat Training - Vol 1 Skill at Arms - Individual Training, Fieldcraft, Battle Lessons and Exercises

7	Mess tin/Metal mug (for cooking) & spoon
8	Hexamine cooker
9	Sandbag
10	Tactical Aide Memoire
11	Survival tin
12	Paracord
13	Arc markers
14	Respirator if ordered. Worn separately from normal Fighting Order.

b. **Patrol Order.** In addition to Fighting Order, a daysack (35ltr) or bergan side pouches will form the basis for Patrol Order. Patrol Order will be employed by the individual periodically in order to carry enough personal clothing and equipment to operate effectively on a patrol for a period of 2-3 hours once or twice in a 24 hour period. Table 2 highlights equipment that could possibly be carried although this list is not exhaustive.

Table 2 – Example Patrol Order equipment list

Ser	Item
1	Waterproof layer (Gortex jacket)
2	Warm layer (Fleece/thermal jacket)
3	Optics (Night vision equipment)
4	Head torch
5	Section equipment (e.g. Ammunition, radio)
6	Rations

c. **Marching Order.** In addition to Fighting Order and Patrol Order, a bergan will form the basis for Marching Order. Marching Order will be employed by the individual periodically in order to carry enough personal clothing and equipment to operate effectively for the duration of the Exercise. It is likely that Marching Order will be adopted when the troops are being inserted on the exercise, when changing harbour positions and also when extracting from the exercise. Table 3 highlights equipment that could possibly be carried although this list is not exhaustive.

Table 3 – Example Marching Order equipment list

Ser	Item
1	Sleeping bag & Gortex bivvi bag
2	Roll mat
3	Poncho
4	Spare trousers, shirt, & socks
5	Foot powder
6	Trainers (used when sleeping/river crossing)
7	Washing and shaving kit
8	Water bottle
9	Water proof trousers
10	Sewing/Repair kit
11	Boot cleaning kit & spare laces
12	Rations
13	Model kit
14	Shovel

15	Green string
16	CBRN IPE

6. Individuals will participate in up to eight Battle Lessons/Battle Exercises per day undertaken on a training area often with undulating terrain. Equipped in Fighting Order, the individual will participate in the following BCCS activities:

- a. Command a fire team (PNCO)/Section (JNCO) to provide an appropriate fire and manoeuvre response to a cap badge specific scenario.
- b. Move tactically at speed and provide covering fire over a minimum of 5 tactical bounds of between 5-10 metres over a total distance of up to 50 metres depending on the terrain.
- c. Using cover the individual will be required to adopt fire positions, that include the prone position and be expected to jump ditches and gaps, kneel, crawl, roll and repeatedly get back on foot in order to continue moving at speed.
- d. Conduct Battlefield Casualty Drills (BCD) under simulated fire as a member of a Fire Team/Section on one or two simulated casualties.
- e. As part of a Fire Team/Section evacuate one casualty (PNCO)/two casualties (JNCO) with a simulated catastrophic external or junctional limb bleed¹ from danger. This will involve the possible use of a stretcher or other improvised method of carriage over a distance of up to 50 metres whilst taking appropriate cover.
- f. Carry out Captured Personnel (CPERS) handling which will involve searching, guarding and possibly escorting of CPERS on foot for a distance of up to 300 metres.

¹ Junctional = groin / armpit External = from traumatic amputation or gunshot wound to a major limb vessel

CLM Part 1 - 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 and Stage Two FIC assessment JSP 950 Leaflet 1-2-12 with reference to the training guidelines contained in the CLM Policy Handbook, Chapter 1, Annex J and the relevant Special to Arm Annex to Chapter 5

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 Risk Assessment (RA) will be enhanced by discussion at the Unit Health Committee (UHC) with Physical Development Staff the Regimental Medical Officer (RMO) or designated Unit Medical Officer (UMO) present. The form is not to be completed by the medical chain and must be signed by the Commanding Officer. 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

1. Details – refer to CLM Policy handbook.

<p>CLM Level: PNCO / JNCO / SNCO (delete as necessary)</p> <p>Course Details (Ref No and dates):</p> <p>Location:</p> <p>Are there physical requirements to the training over and above those described in CLM Policy Handbook Chap 1 Annex J? Y/N</p> <p>Details:</p>

Use the individual's in date **Appendix 9** and **Stage 2 FIC assessment** to complete 2:

2. 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**)

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

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

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

Restrictions required:

5. Recommendation to CO of individual attending CLM training.

Accept
Decline

6. Assessment completed by:

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

7. Commanding Officers decision:

Comments

8. Completed by:

Name:		Rank:	
Signature:		Dated:	

Copy to:

APC
Individual
Adjt