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Date: 25 November 2020

## **DISMOUNTED – JOINT FIRES INTEGRATOR TRAINING DEVELOPMENT STATEMENT OF WORK REQUIREMENT (V2.2)**

**Approvals:**

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<b>Update during tender period</b>	<b>Post</b>	<b>Name</b>	<b>Date</b>
Updated by	LWC-Trg-RSTJE-OC	██████████	12 Oct 2020
Updated by:	D-JFI TTLS	██████████	25 Nov 20
Updated by:			

1. This document outlines the training analysis requirement to support the Dismounted-Joint Fires Integrator (D-JFI) programme. The detail is to be used within the Training Statement of Works and will be passed to Defence Equipment and Support (DE&S). Before this document is written into the contract and agreed, a meeting must be convened by DE&S and the attendees will be DE&S, Training Requirements Authority (TRA) and the qualified, experienced contractor actually conducting the work plus their line manager to agree this SOWR. At this same meeting, the contractor conducting the work will present (PowerPoint) their TNA methodology and specify how they will deliver each product. The document is divided into 3 separate parts as follows:

- a. Training analysis.
- b. Training design.
- c. Training delivery.

## Background

2. The Deep Target Attack Capability Audit 2010 confirmed the gap in the ability of dismounted, Land-based forces to positively identify, locate and precisely engage re-locatable and mobile targets. This gap was resolved through the provision of the FIRESTORM suite of equipment via an Urgent Operational Requirement (UOR). The capability and concept of operations has since been recognised, developed and will continue to be required. Therefore, the capability is required to be taken into the Core Equipment Programme. D-JFI will provide the through-life coherence for Air/Land Targeting currently provided by FIRESTORM.

3. This Training Statement of Works (TSoW) is a shared document with Equipment Support (ES) TDT<sup>1</sup>. The base construct of the letter (by JETDT) has been augmented to capture the Maintainer Training Statement of Works (MTSoW) requirement.

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<sup>1</sup> Maj Mike C Wilson REME CEng MIET PGCE, SO2 ES Trg, HoC CSS, Army HQ, Ramillies Building, Marlborough Lines, Monxton Road, ANDOVER, SP11 8HT, 01264 381327, 94391 7327

## PART 1 – Training Analysis

3. **Requirement.** The contractor is required to conduct a fully Defence System Approach to Training (DSAT) compliant Training Needs Analysis (TNA) in accordance with DefStan 00-600 Part 1 Issue 2<sup>2</sup>. Joint Effects Training Development Team (JETDT) will be the Quality Assurance (QA) authority for all TNA outputs and the contractor is expected to conduct their own internal QA before presenting products to JETDT. Equipment Support (ES) TDT will be the QA authority for maintainer TNA outputs. An initial meeting must be convened with JETDT and ES TDT by the contractor to agree TNA output formats, numbering schemes and general interpretation of the DefStan 00-600 Part 1 Issue 2 and specifically documents referenced at Section 16.2 with regards to training. This TNA process will be iterative and all documents must be updated as changes are made. As an example, if the Formal Training Statement (FTS) is modified in any way, the Role Performance Statement (RPS) must change and so must the Role Scalar (RS). When the final TNA is delivered, all products will be current and dated with the same date. The contractor should work collaboratively with JETDT and ES TDT. It is critical that the contractor maintains flexibility throughout the process. The project output requirements will be delivered in Microsoft Office Word and Excel format as one final and current package.

4. **Aim of the Project.** The aim of the project is to identify the roles across the D-JFI capability. The current FIRESTORM Role Analysis (RA) lists a number of D-JFI roles, however the analytical work conducted during that time is at risk of being out of date. A further analysis is required to establish a more accurate RA to allow production of separate RPS's / FTS's and courseware for each identified role.

5. **Activities and Outputs** The following activities and outputs are not exhaustive and **DefStan 00-600 Part 1 must still be used as governance/authority above this SOWR.**

a. Stakeholder working groups.

(1) **TNA Steering Group (TNASG).** A provisional meeting with the contractor, DE&S and the TRA (JETDT and ES TDT) will take place to establish a suitable pathway to initiate the first phase of the project. Thereafter, frequent Training Working Groups (TWGs) will take place between the contractor, DE&S and the TRA to establish progressive assurance. This enables all stakeholders involved with the TNA to agree solutions and treat any constraints that may affect progression. This should be convened by the contractor through DE&S and the required stakeholders will be expected to attend all meetings.

(2) **Scoping Exercise.** The contractor should conduct a review of the draft Scoping Exercise Report written in Mar 18, review the RAIDO provided by OC RST (JE) and update it accordingly with an analysis of existing user training provision, training audience and any risks, assumptions, issues, dependencies and opportunities. The contractor should conduct a maintainer scoping exercise and gap analysis between current Firestorm and D-JFI intended maintenance levels to facilitate full maintainer training to ensure D-JFI can be maintained as far forward as possible in line with the contractors LORA.

The contractor should conduct a review of the draft Scoping Exercise Report written in Mar 18, review the RAIDO provided by OC RST (JE) and update it accordingly

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<sup>2</sup> Note: Issue 2 was the current version at the time of amendment, (25 Nov 2020), please ensure this is still the latest iteration.

with an analysis of existing training provision, training audience and any risks, assumptions, issues, dependencies and opportunities.

b. **Role Analysis.**

(1) **Role Analysis (RA).** The contractor will begin this stage upon successful endorsement of the scoping exercise report by JETDT and ES TDT. The initial task will be to identify the role(s).

(2) The contractor should produce separate role scalars for each role specified in the contract using numbering Scheme 2. Role/Course codes for TAFMIS should be provided by the TRA and will be entered at the RA stage. The following will be produced within the scalars:

- (a) Duties.
- (b) Tasks.
- (c) Sub tasks.
- (d) Task elements.
- (e) Identify all role conditions to be used later in the development of the Role Performance Statement (RPS).

(3) The contractor should conduct a detailed Difficulty, Importance and Frequency (DIF) Analysis for each D-JFI role. Produce accurate initial training categories for each task and sub task contained in the RPS by conducting a DIF analysis.

(4) The contractor should produce DIF analysis evidence in the form of a spread sheet. It is important to conduct DIF analysis with the role holders and their managers.

(5) Initial KSA analysis must be conducted during the RA stage.

(6) The contractor should initiate the Training Authorisation Document (TrADs) with the correct course names and codes (JETDT and ES TDT will assist) for all roles within this TNA. The TrADs will be live documents throughout the TNA process. The contractor should be responsible for populating the TrADs and for gaining Training Requirements Authority (TRA), Training Delivery Authority (TDA) and the Training Provider (TP) for authorisation of each stage. The contractor should store all TrADs in the TrAD library (JETDT and ES TDT will assist).

(7) The contractor should produce a separate RPS for each role containing products structured in the format of performance, conditions and standards using the columns under standards format (JETDT and ES TDT to advise):

- (a) Task performance (must be preceded by a verb).
- (b) Task conditions. (detailed analysis is required).

- (c) Standards (must be preceded by a verb).
  - (d) Training Categories at task and standard/sub task level.
  - (e) Notes (Reference material; annotate which reference pertains to every standard, this is to be identified during task analysis).
  - (f) Produce separate Role Specifications (RS) for each role (JETDT will provide a template).
  - (g) Endorsement by the TRA (Learning Development Advisor (LDA)) must be gained before progressing to the next stage. This will be agreed during the review meeting organised by the contractor.
- (8) **Training Gap Analysis (TGA).** The contractor should conduct the TGA considering each task / training objective performance against the old to new RPS. Any gaps in training must be identified to ensure all roles across the D-JFI system receive the appropriate training when the new solution is developed. Statements of training gaps will be produced for every role/task/sub task/task element highlighting all deltas.
- (9) **Training Options Analysis (TOA).** The TOA will consider each performance in the Role PS to assess the extent to which the training environment should replicate the workplace (real) environment to enable training to be effective. The analysis should establish the implications of locations and environment for training - methods & media options are then considered. Fidelity analysis for every Task and Training Objective is critical to ensure the training solution meets the role and training requirements. The contractor should produce the key outputs which are the realistic options for Methods & Media and refinement of the possible training solutions. Cost-effective options which take account of Whole Life training requirements (including refresher training) should be considered. The results of the TOA will assist with the production of accurate Formal Training Statements (FTSs). The ETA will be conducted by the contractor and JETDT and ES TDT should assist with the production of the final Training Options. The contractor should produce a TOA Report.
- (10) **Early Training Analysis (ETA).** The contractor will conduct ETA<sup>3</sup> (JETDT format) by identifying any constraints to training delivery, analysing the following areas:
- (a) Resources.
  - (b) Time.
  - (c) Instructors.
  - (d) Locations.

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<sup>3</sup> The ETA will identify final training categories which will be used to develop the Formal Training Statements (FTS's). The ETA will also identify constraints in relation to the TOA.

- (e) Safety.
- (f) Policies.
- (g) Any other limitations.

(11) **Draft Training Objectives.** The contractor should produce separate draft Training Objectives (TOs) which will be in the format of performance, conditions and standards (draft Formal Training Statements (FTSs)) based upon each separate RPS. The ETA and TOA will assist with the population of the three sections within the FTS (JETDT to provide template):

- (a) Training Performance Statement (TPS).
- (b) Workplace Training Statement (WTS).
- (c) Residual Training Gap Statement (RTGS).

(12) **Training Needs Report (TNR).** The contractor will be required to produce a TNR which will include all endorsed deliverables in one package and as per the iterative nature of DSAT; the same issue date will be attached to all documents contained within the report. The report and delivery will contain the following:

- (a) Scoping Exercise.
- (b) Role Analysis.
- (c) Draft Training Objectives.
- (c) Training Gap Analysis.
- (d) Training Options Analysis.
- (e) Early Training Analysis Report.
- (f) Cost Benefit analysis (CBA).
- (g) Options Evaluation (OE) - with recommended training solution.

6. **Timescales (based on 2 analysts).**

Ser	Deliverable	Duration	Remarks
(a)	(b)	(c)	(d)
1	Role Review Scoping Report.	Dates and times TBC during the initial Training Needs Steering Group.	Main output – RA against most current 8005.
2	Role Analysis		Separate Role Scalars & Role Performance Statements for all roles. Full DIF analysis required.
3	Training Gap Analysis		Detailed analysis containing the gaps in training from the old to new RA. Any gaps in training must be identified to ensure all

			roles across the D-JFI system receive the appropriate training when the solution is agreed.
4	Training Options Analysis Report.		The best training options supported by a methods and media report.
5	Early Training Analysis Report.		Identify constraints for the training delivery for all roles.
6	Draft TOs.		Separate FTS reports for each role, considering the ETA constraints and final training categories.
7	Final Report.		Full report to contain all endorsed deliverables and will be delivered in one package and to include CBA and OE.

7. **Contractor Proposed Work Plan and Costing for all Deliverables.** The initial proposed work plan will be discussed by the contractor and JETDT/ES TDT at the initial Training Needs Steering Group meeting. It should provide a proposed work plan which meets all the deliverables stated in the table above along with the timescale table above for this SOWR. The contractor work plan should be detailed enough to clearly identify Quality Assurance (QA) activities before the final deliverable deadlines. This will allow for QA to take place in 'bite size chunks' and is designed to be a delay prevention measure. This will be accompanied by a detailed costing for each deliverable against timescales.

8. **Security Statement.** The contractor must obtain the appropriate security clearance through SO2 Security, RSA, Stirling Barracks, Larkhill, SP48QT. JETDT will assist with this if necessary. The correct level of clearance must be obtained through DE&S before approaching SO2 Security, RSA. The contractors must display security badges whilst working on MOD establishments and adhere to all security measures as briefed by SO2 Security RSA.

9. **Acceptance.** The procedure for accepting DSAT products will be conducted in the following manner:

- a. The contractor must conduct full internal quality assurance of all DSAT products prior to release to the customer (JETDT/ES TDT).
- b. The customer will then conduct their quality assurance and provide feedback. The contractor will be responsible for amending their DSAT products after quality assurance comments have been received.
- c. The contractor should resubmit DSAT products after amendments have been completed; this will assist with the audit process.
- d. The customer will accept the final DSAT product/s and only if the changes have been made, will the contractor move to the next stage of development.
- e. The contractor must notify the customer if any changes are made to any DSAT products after final acceptance.
- f. The contractor will maintain comment sheets and records of amendments which will form part of the audit trail.

g. The contractor must ensure that all DSAT products meet the requirement and are to the specified standard in accordance with DefStan 00-600 Part 1 Issue 2. Acceptance of DSAT deliverables will not be granted by JETDT/ES TDT unless DefStan 00-600 Part 1 Issue 2, specifically documents referenced at Section 16.2, compliance has been fully achieved.

10. **Contractor DSAT Competence.** The contractor must ensure that all employees are competent, qualified and experienced enough to complete the task. They will deliver a DSAT compliant product in accordance with this SOWR. The contractor may incur financial penalties if milestones are not met due to employees not being suitably competent and experienced enough to produce the required deliverables, on time and to the required standard.

11. **References.** The following list outlines the references to be used during the development of the training solution are list below:

- a. FST L2 – L5 CTPs
- b. FST Commanders course CTP
- c. D-JFI Concept of Use (CONUSE)
- d. JTAC Course CTPs
- e. TAC Party Course CTP
- f. FIRESTORM T3 Course material



## PART 2 – Training Design

1. **Requirement.** The contractor is required to conduct Course Design for the changes in roles identified during the RA to develop design activities within this SOWR. The contractor should develop the Course Training Packages (CTPs) in accordance with the endorsed FTS's that support the changes identified during the TNA. This process will be iterative and all documents must be updated as changes are made. As an example, if the Learning Specifications change, so must the Learning Scalar and any other TNA products which are affected. When final product delivery occurs, every deliverable will contain the same date. The project output requirements will be delivered in the Microsoft Office Word and Excel format.

2. **Aim of Course Design.** The aim of the Course Design is to identify Learning Outcomes. All Course Design outputs will be derived from the final endorsed Formal Training Statements supported by the TNA.

3. **Course Design Activities and Products** The following activities and outputs are not exhaustive and the DefStan 00-600 Part 1 Issue 2 and specifically documents referenced at Section 16.2 must still be used as governance/authority above this SOWR.

a. **Design Stage 1.**

(1) **Course Design Steering Group.** An initial meeting should be convened by the contractor before the project commences with all stakeholders. This enables an agreed way forward to identify and deal with any initial constraints that may exist. Thereafter, review meetings should take place between the contractor and the TRA (JETDT/ES TDT) before commencing on to the next stage of the project. This enables all stakeholders involved with Course Design to establish progress and to identify and treat any constraints that may affect the progression of the Course Design stages. The review meetings will be convened by the contractor and all required stakeholders will be expected to attend.

(2) **Trained Output Requirement Review.** There is a risk that the FTS's could lose validity if there is a time delay between the FTS production and Course Design commencement. The contractor should conduct a trained output requirement review to ensure, based on the Role PS's and FTS's, the training requirement is still fully met in accordance with the TNA. If further needs analysis is required in relation to any additional roles, the contractor must maintain an audit trail from RPS to FTS by updating any task or Training Objective (TO) performances where necessary. The validity of the training categories must be checked in accordance with the Early Training Analysis (ETA) report. The contractor should seek final approval and gain endorsement of the final FTS versions prior to moving to stage 2 of design. All of the work above should be considered by the contractor whilst producing their work plan and costing's.

b. **Design Stage 2.**

(1) **Course Design.** The contractor should conduct Course Design in accordance with the current version of DefStan 00-600 and specifically documents referenced at Section 16.2. The contractor should produce the following Course Design products in the form of a Course Training Package (CTP).

- (a) The contractor will produce separate final FTSs based upon each RPS. The ETA and TOA will assist with the population of the three sections within the FTS (JETDT to provide template):
- i Training Performance Statement (TPS).
  - ii Workplace Training Statement (WTS).
  - iii Residual Training Gap Statement (RTGS).
- (b) The contractor should produce separate learning scalars using numbering system scheme 2 for each training solution in accordance with the endorsed FTSs specified in this SOWR:
- i Training Objectives (TOs).
  - ii Enabling Objectives (EOs).
  - iii Key Learning Points (KLPs).
- (c) A detailed Knowledge Skills and Attitude (KSA) analysis must be conducted to develop the required training content to support all TOs and EOs.
- (d) The contractor must use all reference material specified within the FTS's against the FTS standards whilst developing the training content down to appropriate granularity.
- (e) The contractor should produce a Course Directive for each CTP providing the required information (JETDT will provide a template).
- (f) The contractor should produce a separate block syllabus for each CTP containing instructional, practice, assessment and administration periods down to EO level (JETDT will provide template). Each block syllabus will be populated to the level which fits the final training categories in the FTS's as a result of DIF analysis conducted at RPS level. The contractor should consult the RPS standards to ensure the correct training categories are fully met for each FTS standard (JETDT to advise).
- (g) The contractor should produce Learning Specifications (LSPecs). They will be developed in accordance with the current version of DefStan 00-600 Part 1 Issue 2 and specifically documents referenced at Section 16.2. Produce LSPecs using the information contained within the learning scalars. Allocate TOs and EOs with their respective KLPs to LSPecs. The learning specifications must be structured to reflect a logical lesson delivery sequence.

(h) The contractor should produce course specific Assessment Strategies (AStrats) for all CTPs, JETDT will provide a template.

(i) The contractor should produce course specific Assessment Specifications (ASpecs), at TO and EO levels for all CTPs (JETDT will provide template). All CTP ASpecs must be accompanied by Practical Marking Guides (PMGs) at TO and EO level which will contain additional safety and underpinning knowledge based questions.

(j) The contractor should insert an amendment record sheet into each CTP for audit purposes (template from JETDT).

(k) The contractor should produce a Student Summative Assessment Record (SSAR) sheet for each CTP (template to be provided by JETDT). This is to support the Royal School of Artillery (RSA) Internal Validation (InVal) records.

(2) **Methods and Media Selection.** The contractor should ensure the most appropriate, effective and efficient selection of training Methods & Media is identified, including any constraints that may limit training options. The contractor should draw on the Methods & Media options within the Training Options Analysis (TOA) and the Early Training Analysis (ETA) reports. After the appropriate methods and media has been selected, it must be specified within the learning specifications against each TO/EO.

c. **Timescales (based on 2 designers)**

Ser	Deliverable	Duration	Remarks
(a)	(b)	(c)	(d)
1	Trained Output Requirement Review Report.	Dates and times TBC during the initial TNA steering group.	Final FTS's.
2	Design products.		As per stage 2 design products.
3	Course Training Packages.		Produce CTP's against all FTS's identified during the TNA.

d. **Contractor Proposed Work Plan and Costing for Design Stages.** The initial proposed work plan will be discussed by the contractor and JETDT/ES TDT at the TNA steering group meeting. It will provide a proposed work plan which meets all the deliverables stated in the table above along with the timescale table above for this SOWR. The contractor work plan should be detailed enough to clearly identify Quality Assurance (QA) activities before the final deliverable deadlines. This will allow for QA to take place in manageable chunks and is designed to be a delay prevention measure. This will be accompanied by a detailed costing for each deliverable against timescales.

e. **Security Statement.** The contractor must obtain the appropriate security clearance through SO2 Security, RSA, Stirling Barracks, Larkhill, SP48QT. JETDT will assist with this if necessary. The correct level of clearance must be obtained through DE&S before approaching SO2 Security, RSA. The contractors must display security badges whilst working on MOD establishments and adhere to all security measures as briefed by SO2 Security RSA.

f. **Acceptance.** The procedure for accepting Course Design products should be conducted in the following manner:

- (1) The contractor should conduct full internal quality assurance of all Course Design products prior to release to the customer (JETDT/ES TDT) for acceptance.
- (2) The customer should then conduct quality assurance and provide feedback.
- (3) The contractor should be responsible for amending their Course Design products after JETDT/ES TDT quality assurance comments have been received.
- (4) The contractor should resubmit Course Design products after amendments have been completed for final acceptance.
- (5) The customer will accept the final Course Design product/s.
- (6) The contractor must notify the customer if any changes are made to any Course Design products after final acceptance.
- (7) The contractor should maintain comment sheets and records of amendments which will form part of the audit trail.
- (8) The contractor must ensure that all products fully meet the requirement and are to the specified standard in accordance with DefStan 00-600 Part 1 Issue 2 and specifically documents referenced at Section 16.2 current version, before acceptance will be granted. Acceptance will not be granted unless DefStan 00-600 Part 1 Issue 2 and specifically documents referenced at Section 16.2 compliance is achieved.

g. **Course Design Competence.** The contractor must ensure that all employees are competent, qualified and experienced enough to complete the task. A DSAT compliant product must be delivered in accordance with this SOWR. The contractor will incur financial penalties if milestones are not met due to employees not being suitably competent and experienced enough to produce the required deliverables, on time and to the required standard.

h. **Training Requirement Authorisation Document (TrAD).** The contractor should continue the existing TrADs with the correct course names and codes (JETDT will assist) for all roles within this SOWR. The TrADs will be live documents throughout the Course Design process. The contractor should be responsible for the populating the TrADs and for gaining TRA/TDA authorisation for each design stage. The contractor should store all TrADs in the TrAD library (JETDT will assist).

### PART 3 – Training Delivery

1. **Requirement.** The contractor must be qualified and competent to deliver training to military personnel in accordance with DefStan 00-600 Part 1 issue 2. The contractor is required to produce a training solution to allow the identified D-JFI roles to be trained on the new system. The package will need to cover all task performances in accordance with the TNA and RPS's. The contractor is required to produce Training Objectives (TOs) in the form of a Formal Training Statement (FTS). A full Course Training Package (CTP) will need to be produced to cover all of the required training content in the form of TOs / EOs with supporting knowledge, skills and attitudinal Key Learning Points (KLPs). Every deliverable must be supported by the relevant reference material. The contractor must include lesson/event planning, assessment of learning, remedial training strategy, programming, resourcing, scheduling and management of training deficiencies. Liaison with SO2 Offr Trg (JETDT) must occur to ensure Qualification/Competence award is achievable 14 days before training begins. The contractor will deliver Pilot courses for all of the roles identified as requiring training in accordance with DefStan 00-600 Part 1 Issue 2 and in conjunction with the Royal Artillery Trials and Development Unit (RATDU) and to the Equipment Support Training Development Team (ES TDT) in the case of maintenance training. This pilot course will be delivered in advance of the All Arms Train the Trainer course (T3). The Training Requirements Authority (TRA)<sup>4</sup> will ensure the correct personnel attend the pilot course by liaising with the units concerned and the TRA will be represented during the Pilot course to quality assure and confirm the course is fit for purpose. If major changes are required, the Pilot course will have to be re-delivered. If minor changes are required the TRA in conjunction with the Project Team will decide if a second Pilot is required dependant on the size of deltas and whether or not there is time to train all deltas. A minimum of 4 working weeks must be allowed between the completion of the Pilot course and T3 course in order that courseware changes can be made or a second Pilot can be delivered. On approval from the TRA, the contractor will deliver the All Arms T3 course and maintenance T3 courses where required. The contractor is required to provide T3 course students the following documentation at the end of the T3 in order to allow students to deliver their own cascade training in unit:

- a. T3 instructional courseware to include CTP and lesson plans (to incorporate any multimedia teaching aids).

2. **Additional T3 Requirements.** The location for the delivery of the T3 packages will be agreed during an ETA meeting with JETDT, ES TDT, DE&S and the contractor as a minimum (other stakeholders will be identified to assist the production of the different roles). The Target Audience Description (TAD) for the T3 will be to select appropriate OR 4 or above ranked soldiers with the associated job role for that identified for the course, QGI's from the Royal School of Artillery (RSA), representation from RAGTT, JETDT, ES TDT, DSEME and JFACTSU. In addition, a minimum of 2 SP per unit sized organisation within the D-JFI user community. The prerequisites for the T3 course will be decided during the TNA but must include the following as a minimum:

- a. Minimum rank OR 4 or civilian equivalent.
- b. DTTT(v2) qualified (or DIT).
- c. Security cleared.

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<sup>4</sup> Representation from JETDT or a suitable alternative identified by the TRA will conduct TRA assurance.

3. The delivery of the T3 package will be conducted by the contractor detailing all the necessary training content covering the performances for all D-JFI roles. A quality assurance of the training solution must be conducted by the contractor before and after the delivery of the T3 package. The aim of the T3 course is to allow all arms units within the D-JFI user community to deliver their own steady state or 'zero to hero' D-JFI training within unit without support from RSA.
4. JETDT will extract the required TOs and update current trade training courses that require D-JFI training in the courseware for steady state training.