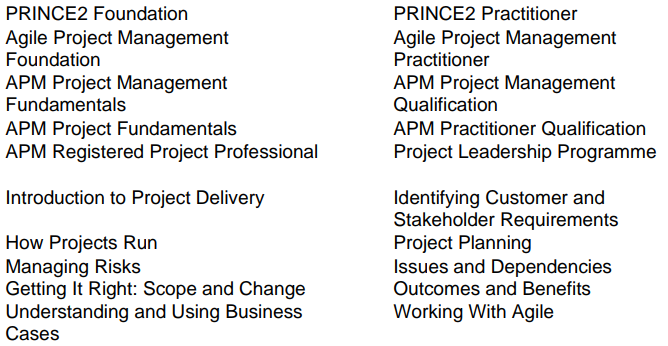
**STATEMENT OF REQUIREMENT – CAPABILITY AND ACQUISITION CAREER FIELD TRAINING NEEDS ANALYSIS**

1. **Single Statement of User Need**.Director Programmes has requested that the Army conduct a Training Needs Analysis (TNA) on the Capability & Acquisition Career Field (C&A CF) training to determine the requirement and provide the justification for future spending.
2. **The Requirement**. The TNA is to include both Stage 1 and Stage 2 activities as outlined in JSP 822 – Defence Direction and Guidance for Training and Education.
   1. **Conduct a Scoping Exercise**. To determine the baseline and identifies the management of the TNA, programming and resourcing issues, policies, constraints, risks and assumptions. To include a review of existing training.
   2. **Conduct a Role Analysis (RA)**. This identifies the Role(s) that need to be trained for, the supporting duties, tasks, sub-tasks and task-elements, then analyses these to generate Performances, Conditions and Standards.
   3. **Conduct a Training Gap Analysis**. This states the training gaps in terms of KSA. The key outputs are the Statements of Training Gaps.
   4. **Produce the Role Scalar**. This key product is produced by analysing the duties, tasks, sub-tasks and task-elements that have to be performed and recording them diagrammatically. It is a key part of the RA process as it defines the minimum performance to be achieved in the Defence environment.
   5. **Identify training resource requirements**. It is important to determine an estimate of where the balance between training to be delivered in a training establishment and workplace training will fall. This will later result in the allocation of TOs to a TPS, WTS, or, where no training is needed, and the Performance, Conditions and Standards to a RTGS.
   6. **Provide a Target Audience Description**. This will determine who needs the training and if different levels of training are required for different groups and roles. It is essential to get an unbiased view of the audience as well as the throughput as they inform the SOTR.
   7. **Identify Knowledge, Skills and Attitudes**. KSA Analysis identifies the supporting knowledge required for task performance.
   8. **Develop Role Performance Statements**. This is the key output of the RA and enables the Training Objectives to be derived.
   9. **Provide a Training Needs Report**. This analyses the cost benefits and then evaluates the merits of the training options. It includes the Role PS. The key output is a recommendation as to the most cost-effective training solution, which inputs into the SOTR. Recommendations on the following are also required: refresher training; competency; assessments; training solutions.
   10. **Future Use**. The TNA will be used as evidence to support and develop future capability acquisition training Business Cases for the ABC process and the Statements of Requirement for the Forecast of Training Information System (FOTIS) process. Full editing and ownership rights for Professional Development (Prof Dev) within Army Headquarters will be required to enable future course design.
3. **Background**. The Army is currently not appropriately configured or scaled to support its C&A requirements for current operations, nor does it understand what risks are held against capability gaps.
   1. **What**. The C&A CF is composed of posts that: develop and execute capability and acquisition policy, strategy, planning and finance; identify and manage their requirements; conduct research including operational analysis; manage equipment programmes and projects, engineering support and in-service capability management.
   2. **Who**. Officers employed within the C&A CF complete a range of delivery and supporting roles. Not all officers require deep technical understanding of the capabilities required to operate within the C&A environment. The area where an officer's wider expertise comes into its own is in areas such as requirements management, planning and policy in support of the delivery capability; therefore, their value is in the broader KSE that they bring into roles within the environment. Some members of the C&A CF need to be highly skilled deep technical experts, completing specialist roles and delivering niche outputs.
   3. **Where**. C&A posts are found in most organisations although definite areas of concentration can be found in:
      1. **Army Headquarters**. Based in the heart of the Army's equipment and capability focussed directorates, posts predominantly focus on the definition and future strategy of capability.
      2. **DE&S**. Working closely with industry partners, Defence Equipment & Support manages a vast range of complex projects to buy and support equipment and services that the Armed forces need to operate effectively.
      3. **ISS**. Having the responsibility for the design, development, acquisition and operation of information capabilities for Defence, Information Systems and Services delivers capabilities that act as a 'Force Multiplier' across both Business and Battlespace.
      4. **DSTL**. The Defence Science and Technology Laboratory has the specific purpose, "to maximise the impact of science and technology for the defence and security of the UK."
   4. **Why**. The DCDC Human Augmentation: The Dawn of a New Paradigm paper[[1]](#footnote-2) cites that “future wars will be won, not by those with the most advanced technology, but by those who can most effectively integrate the unique capabilities of both people and machines.” With a shrinking Regular force, more reliance on the Reserve component, advancing technology, ultra-lethal battlefields, integration at the lowest level and a reliance on machines for mass, the Army must ensure that it gets the very best from its human capital by making everyone in the Whole force better. The C&A CF officers, particularly those procuring high end technological capabilities, are key to ensuring that the Army gets the best for its people and equipment. Several Public Accounts Committee and Defence Select Committee reports underline the importance of having the right KSEB in Defence Acquisition.[[2]](#footnote-3)
   5. **When**. The TNA is to be completed and report by 28 Feb 24, for Q4 FY 23/24 payment. The following timeline gives the rough milestones through to new capability and acquisition training delivery:
      1. 28 Feb 24 – TNA and Report completed by Contractor.
      2. Mar 24 – Present Report and seek approval of recommendations.
      3. Apr – Oct 24 – Shape DSAT documents and complete course design phase.
      4. Oct 24 – Mar 25 – Develop course delivery material and resources.
      5. Apr 25 – Start delivery of new C&A Training.
4. **Current situation**.96 of 529 OF3 posts (18%) are listed as Battlespace Technology MSc Course (BTC) essential posts; almost all reside within the C&A CF with a few in Op Sp. The 96 posts are filled immediately upon completion of BTC and ICSC(L) as IG2 appointments; a proportion of BTC-trained officers will return in SG2 and beyond.[[3]](#footnote-4)
5. **Current training**.
   1. **Defence courses**.
      1. Cranfield University and Defence Academy deliver the following MOD courses.[[4]](#footnote-5)
         1. [Battlespace Technology MSc Course (BTC)](https://www.da.mod.uk/courses/battlespace-technology-msc).
         2. [Capability and Acquisition Practitioner Courses (CAPAC)](https://www.cranfield.ac.uk/courses/short/defence-and-security/capac-practitioner). Strategic Direction and Capability Planning, focused on Head Office and the Develop Areas in the Commands. Deliver, focused on Delivery Areas in the Commands and Enablers. In-Service, focused on In-Service Areas in the Commands and Enablers.
         3. [Capability and Acquisition Requirements Management](https://www.cranfield.ac.uk/courses/short/defence-and-security/capability-and-acquisition-requirements-management).
         4. [Financial and Military Capability Management – Advanced](https://www.cranfield.ac.uk/courses/short/defence-and-security/financial-and-military-capability-management-advanced).
         5. [Information Capability Management MSc](https://www.cranfield.ac.uk/courses/taught/information-capability-management).
      2. Defence Learning Environment via Defence Gateway hosts a MOD Financial Skills Certificate course.
      3. Project Delivery Function: Learning & Development Hub, ILX, and Government Campus Curriculum (via Civil Service Learning) provide background information on Project Delivery Learning including the Project Delivery Capability Framework (PDCF) and Government Online Skills Tool (GOST). These sites include links to Project Delivery related courses such as:



* 1. **Training gap**. The ‘Training Gap’ forms part of the requirements of this TNA. With the exception of BTC and ‘BTC essential’ tagged posts, training courses are delivered on a post by post basis. There is no holistic and through life training pipeline, nor quantifiable linkage between a specific course and post. Courses (less BTC) are through several providers with no recognition of trained competency.

1. **Course considerations**.
   1. **Loading policy**.
      1. **BTC**.There are 48 places per year on BTC with course loading informed by individuals being selected for ‘BTC essential’ posts. Course loading is controlled by the Army Personnel Centre (APC).
      2. **CAPAC**. The course is online with no constraints on attendance numbers. Individuals attending this course should have an assignment as a requirements manager in UK Defence or a closely associated role. The CAPAC Practitioner courses are aimed at OF3/OF4 level and HEO/SEO level; however, applications outside of these rank ranges will also be considered.
      3. **Capability and Acquisition Requirements Management**. The course is online with no constraints on attendance numbers. Applicants must be assigned to role as a requirements manager or closely aligned role in UK Defence. It is a prerequisite for several military posts.
      4. **Financial and Military Capability Management – Advanced**. A limited number of MOD sponsored places are available. Applicants must be assigned to role as a requirements manager or closely aligned role in UK Defence. The incoming applications are vetted by the DS, with the course aimed at senior OF4/OF5 and 1\*.
      5. **Information Capability Management MSc**. There are 17 places per year with course loading informed by individuals being selected for tagged posts. Course loading is controlled by the Army Personnel Centre (APC).
   2. **Course eligibility**.
      1. **BTC**.A relevant technical physical science honours degree is the preferred pre-requisite for attendance on the course. Students will be accepted without a relevant degree or a degree of any kind if they can demonstrate a suitable amount or relevant experience by written CV.
      2. **CAPAC**. These courses is funded by the MOD for all MOD military and MOD civil service staff who need the training. All students are required to complete the CAPAC Fundamentals and commercial awareness courses on the DLE. There are no other requirements, qualifications or prior experience required.
      3. **Capability and Acquisition Requirements Management**. This course is funded by the MOD for all MOD military and MOD civil service staff who need the training. Students are required to compete the CAPAC Fundamentals course and commercial awareness course on the DLE.
      4. **Financial and Military Capability Management – Advanced**. The course is available to UK Military personnel at OF5/1\* and MOD Civil Servants at Grade 6/7 SCS level who will be carrying out FMC leadership roles and responsibilities. Suitably experienced senior SO1/SEO may also be considered.
      5. **Information Capability Management MSc**. A first or second class honours degree or equivalent in science, engineering or mathematics. Alternatively, a lesser qualification together with appropriate work experience may be acceptable.
2. **Statement Of Trained Requirement (SOTR)/ Statement Of Training Task (SOTT)**.
   1. **SOTR**. There are a total of 1062 Regular[[5]](#footnote-6) C&A CF posts from OF2 to OF6, as at May 22 – as represented by Figures 1 & 2.

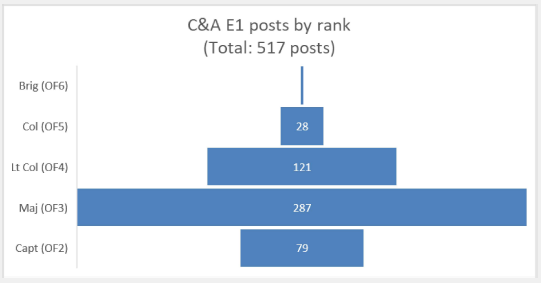


Figure 1: C&A E1 posts by rank

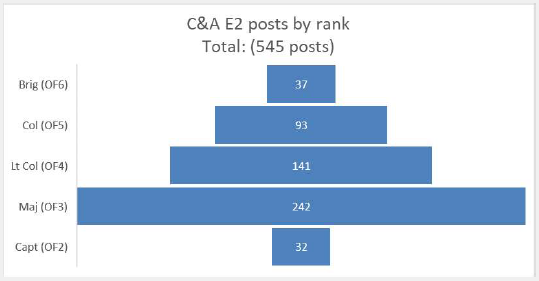


Figure 2: C&A E2 posts per rank

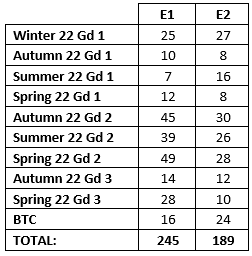


Figure 3: C&A posts boarded throughout 2022

* 1. Of 434 total selections shown in Figure 3, some may have been deselected and selected for another C&A appointment and thus may appear twice (change of role, change of rank etc), or have been deselected and selected for another CF. It is assumed that all the Gd3 (OF2) selections would be new to the CF and therefore require training (64 pers in 2022). Of the 113 selections at Gd1 (OF4) and 217 selections at Gd2 (OF3), a random selection of 11x SPs from the former and 22x SPs from the latter boards were sampled for previous C&A postings. All of the sampled OF4s have previously done some type of C&A appointment; this may not be completely representative and therefore ~10% may need some sort of initial training. Of the 22x sampled OF3s, 50% had previously done a C&A appointment. It is assumed that those with previous KSE did some sort of training (e.g. CAPAC) in their initial employment. Based on 2022 numbers and sampling, an example SOTR could be 48x BTC training and 184x SP for some initial C&A training (64 x OF2, 109 x OF3 & 11 x OF4).[[6]](#footnote-7)
  2. **SOTT**. Pending confirmation of the requirement and scale for additional or defined training beyond that already offered[[7]](#footnote-8), any SOTT would be released via a Customer Executive Board (CEB) process. Number of training courses, size and student to instructor ratio would be determined as part of the TNA.

1. **Consultation process.** The following SMEs and organisations has been liaised with whilst compiling the SOR:
   1. SO1 Prog Plans, Army Progs; representing D Progs as the requirement owner.
   2. Head Defence Technology Integration School; the TP for BTC.
   3. SO2 Career Field Manager (CFM) Capability & Acquisition, APC; the CFM within CM Ops.
   4. Short Course Administration (Shrivenham).
2. **Risks and assumptions**.
   1. **Risk.** Not developing an understanding of the technical training requirements of the capability and acquisition career field will generate the persistent operational and reputational risk of insufficiently trained personnel and an unconfirmed VFM assessment to the UK taxpayer.
   2. **Risk**. There is a risk that the capability ultimately delivered might not be wholly aligned to the future requirement. There is a degree of ‘chasing a moving target’ with the potential changes that may arise in the next few years as a result of the Integrated Review.
   3. **Assumption**. It was determined in FY 19/20 that the only viable option for a TNA of this complexity was for it to be contracted. The Personnel Directorate did not have then, and still lacks, sufficient capacity for this task given other competing priorities and overstretched resources.
3. **DLOD considerations.** 
   1. **Who will deliver the training?** Any military trainers would need to be Defence Trainer Capability (DTC) qualified where in or posting into a full-time trainer role or full-time trainer management role. Further qualifications, course management, specific duties are to be determined as part of the TNA.
   2. **Equipment**. To be determined as part of the TNA.
   3. **Personnel**. Ability to achieve SOTT, and consultation with manning authorities, are to be determined as part of the TNA.

* 1. **Information**. An External Validation started in Dec 22 to review whether the aims of BTC are still fit for purpose, and if they are does the course effectively deliver them. The ExVal report is due Apr 23. A previous ExVAL was conducted in 2017.
  2. **Doctrine**. TNA and any subsequent work are to be DSAT/JSP 822 compliant.
  3. **Organisation**. Any recommendation against BTC would likely have an impact against the Defence Academy and any associated contractor delivery. Any additional training requirement would require a Training Delivery Authority (TDA) and Training Provider (TP) to be identified and assigned.
  4. **Infrastructure**. Requirement to be determined as part of the TNA.
  5. **Logistics**. To be determined as part of the TNA.

**Finance / funding implications.**

**REDACTED**

1. **Course of Action (COA) considerations**.
   1. **COA 1. In-house TNA**.This COA will enable costs to be minimised but to the significant detriment of other Prof Dev activity. This COA demands prioritisation of other Prof Dev TDT activities which themselves are assessed as non-discretionary. Therefore, it is high risk that the TNA will not be delivered on time and further compounded by the fact that there is very limited expertise in this field. Even allocating TDT resources an in-house COA would take over a year to complete and cause delay. **COA 1 was not recommended.**
   2. **COA 2**. **Contracted TNA**. This represents the lowest risk COA due to the fact that a contractor can provide the requisite expertise and deliver at pace. **COA 2 remains the recommended COA.**
   3. **COA 3. Do nothing**.This option is not viable for numerous reasons – it will result in capability gaps, both known and unidentified. It is likely to result in an inability to comply with direction and pursue emergent strategy. Costs would still be incurred through ad-hoc arrangements which are considered poor use of public funds and the opportunity to exploit any efficiencies will not be achieved. Additional risks in terms of capability and reputation are likely to increase. **COA 3 is not recommended.**
2. **Competency**.
   1. **JPA Competency**. With the exception of BTC[[8]](#footnote-9), there are no Army sS or Joint[[9]](#footnote-10) registered ‘Capability and Requirements’ or ‘Acquisition’ competencies listed on JPA. At time of writing there is no specific requirement for JPA competencies given job selection is informed by FKSE; however that is not to say that there will not be a future requirement by the requirement owner or APC.
   2. **The Capability, Acquisition and Project Delivery (CAPAC/PD) Framework**. The CAPAC/PD Framework is sponsored by Assistant Chief of Defence Staff (Capability & Force Design) and Director Acquisition and Project Delivery. It enables officers working in associated roles, to develop their competence, upskill and be appointed to appropriately challenging roles based on ability. The CAPAC FKSE Framework is aligned to the Project Delivery Capability Framework (PDCF) and so also supports professionalisation. CAPAC FKSE is recorded on JPA as a ‘Capability Management Skill’ and awarded at ‘Aware’, ‘Practitioner’ and ‘Expert’ levels.

**The requirement owner / Senior Responsible Officer / SME(s) / Key Stakeholders.**

1. **The requirement owner**. D Programmes is the overall requirement owner.
2. **The Senior Responsible Officer (SRO)**. Hd Pers Pol (A) is the SRO as the TRA, delegated to AH Prof Dev. SO2 Offr Prof Dev will be the staff lead and point of contact responsible for providing and coordinating specialist input through the development of the project.
3. **Training Needs Analysis Steering Group (TNASG)**. The following SMEs are to be invited to form a TNASG.

**REDACTED**

1. **Accreditation.** Course accreditation requirements are to be determined pending the outputs of the TNA. It is anticipated that available accreditation will continue to be utilised in the first instance.
2. **References**.

**REDACTED**

1. **Commercial considerations/sensitivities.** Army Commercial has been approached to advise on the route to market. The preferred route to market is the use of the Managed Learning Service framework, a CCS framework run by Knowledge pool.

1. [DCDC: Human Augmentation – The Dawn of a New Paradigm dated 13 May 21](https://www.gov.uk/government/publications/human-augmentation-the-dawn-of-a-new-paradigm). [↑](#footnote-ref-2)
2. See [Twenty-Second Report of Session 2021–22](https://publications.parliament.uk/pa/cm5802/cmselect/cmpubacc/185/report.html) as a recent example. [↑](#footnote-ref-3)
3. At time of writing there are 319 regular OF3s and OF4s assigned the 4x BTC competencies; the JPA competencies were introduced in 2016\*.

   - 37x OF3 have finished BTC in 2022 and are on ICSC(L) 22B (Jan 2023).

   - 47x OF3 were award the qualification in 2021 and in 48x 2020; these cohorts are mid or just coming to the end of their IG2 appointments.

   - 36 OF3 qualified in Dec 2019 are likely to be mid their Coy Comd appointments.

   - The remaining 151 (148 OF3 & 2 OF4) trained 2016-2019 – 29x 2016, 37x 2017, 39x 2018 and 46x Mar 2019 (there were two courses that year due to transitioning from post-ICSC(L) to pre-ICSC(L)). Their previous posting, by CF, are as follows:

   |  |  |
   | --- | --- |
   | C&A | 36 |
   | DE | 1 |
   | MD | 3 |
   | OCE | 1 |
   | Op Sp | 16 |
   | Ops | 12 |
   | Pers | 15 |
   | Regimental Duty (likely sub-unit command) | 61 |
   | REM – Trg | 6 |

   *\* BTC began in 2007 – 9x BTC cohorts therefore are unaccounted for in terms of interrogating JPA competency.* [↑](#footnote-ref-4)
4. Full details are available [2022DIN07-075-Capability and Acquisition Courses 2022-2023.docx (sharepoint.com)](https://modgovuk.sharepoint.com/:w:/r/sites/DINs/_layouts/15/Doc.aspx?sourcedoc=%7B6D451EE1-68B5-46B1-8277-E8A9EDE9203F%7D&file=2022DIN07-075-Capability%20and%20Acquisition%20Courses%202022-2023.docx&action=default&mobileredirect=true&DefaultItemOpen=1&CID=865B9295-2830-4160-80FD-40C4036C4382) [↑](#footnote-ref-5)
5. APC FTRS Section have stated that FTRS do not use/operate within CF. Similarly, Army Reserves do not tend to use/operate within CFs. [↑](#footnote-ref-6)
6. Figures are for Regular Service Personnel (including FTRS) only due to Reservists no being employed within C&A roles; Civil Servants are outside the scope of this TNA as they do not sit within the C&A career field stream. [↑](#footnote-ref-7)
7. Leading to the potential requirement for a TRA, TDA and TP to be generated. [↑](#footnote-ref-8)
8. Students are formatively and summatively assessed throughout, individually and as a group, by a combination of written and oral exercises. JPA competencies are groups under Capability and Requirements and listed as BTC BM, BTC IM, BTC SM BM, BTC SM IM. [↑](#footnote-ref-9)
9. The RAF has Acquisition JPA competencies: AcqCR1, AcqCR2, AcqCon1, AcqCust1, AcqIPT1, AcqISS1. No further details known. [↑](#footnote-ref-10)