

AP 7000

THROUGH-LIFE GENERIC PROFESSIONAL MILITARY DEVELOPMENT (AIR): TRAINING AND MANNING POLICY

Purpose	Primary Point of Contact
To provide the detailed engagement policy of the generic Professional Military Development (Air) programme for RAF personnel.	SO1 Generic Trg, GETC, RAF Cranwell. (95751 6988).
Scope	Secondary Point of Contact
PMD(A) aim, policy, attendance procedures linked to through-life career management issues.	SO1 DCOS Manning, Air Command (95221 6326)
References	Additional Reading
<ul style="list-style-type: none"> - QR 70, 92, 378, 379, 503, 1027, J 1911 - JSP 822 The Defence Manual of Training Management. - JSP 898 Pt 4 Chap 5: Accreditation. - AP 3393 Chap 7 Sect 3: Professional Aviator Spine. - AP 3376 Vol 1 & 2 Ground Trades Personnel & NCA Terms & Conditions of Service. - AP 3379 Lflt 1220 Audit & Evaluation. - AP 3379 Lflt 2410 – Conduct of FD. - AFBSC(06)3 RAF FD Trg strategy (31 Aug 06). - AP 3379 Lflt 2415 – Staff Rides. - AP 7001 RAF Leadership in the RAF. - AMP Policy Directive 20080211-U-PMD(Air). - JSCSC & 22 Gp SLA: JSCSC/1750/3/RAF dated Jun 08. - GAI 1058: Branch and Trade Sponsor Responsibilities. 	<ul style="list-style-type: none"> - AP 3379: RAF Manual of Training and Education. - RAF Strategy: 2006.

SCOPE

AP 7000 details the policy in support of the generic Professional Military Development (Air) (PMD(A)) of RAF personnel¹. It draws together the generic development policy, including procedures for course nominations, and makes appropriate linkage to the effect of engagement on career progression. It also signposts other policy documents that have a bearing on generic PMD(A). The sponsorship of this AP is shared between the Generic Education and Training Centre (GETC) staff at RAF Cranwell and the ACOS Manning staff at HQ Air Command. Should amplification of this policy, or adjudication between policy written here and in other RAF Air Publications be required, then the primary point of contact is SO1 Generic Training, GETC.

¹ This document supersedes GAI 1002.

Links: In this document internal and external links are shown in blue text

Contents

Chapter 1 - Overview of generic PMD(A)

Annex A – Developmental standards for ranks AC to wg cdr

Annex B – Extract from the competency framework

Chapter 2 - Generic PMD(A) participation policy

Annex A – RAF input standards and generic training requirements

Acronym list

Annex B – Specialist branches engagement in generic PMD(A)

Annex C – Reserve forces PMD(A) participation

Annex D – Advanced staff training

Annex E – Accreditation of generic PMD(A)

Chapter 3 – Airmen PMD(A) courses – engagement and application procedures

Annex A – Application form for NCA CMT

Annex B – Application to defer/withdraw attendance from J//AMLC/WOSP

Annex C – Application to defer NCA CMT

Annex D – Application to defer or withdraw attendance from JSWOC

Chapter 4 – Officer PMD(A) courses – engagement and application procedures

Annex A – Application form for SBAWC & HAWC

Annex B – Application form for ICSC(A)

Annex C – Application to defer or withdraw attendance from JOD1/2/3 or JOD(Legacy)

Annex D – Application to Defer or Withdraw Attendance from ICSC(A)

Chapter 5 – Generic PMD(A) governance, contributing staff roles and responsibilities

Annex A – Roles and responsibilities of the GETC as the training requirements authority agents

Annex B – Roles and responsibilities of supporting staffs (manning, trade and branch sponsors)

Annex C – Roles and responsibilities of training providers (formal training establishments, FD sqns and external providers)

Record of amendment

Amendment Number	Authority	Amended by	Date	Notes
Issue 1 Version 2	GETC	ROAD IPT	14 Oct 09	Administrative and format corrections

Chapter 1: Overview of generic PMD(A)

1. Generic² PMD(A) is a co-ordinated programme of education and training designed to enhance the individual performance of all RAF personnel throughout their Service career³. Generic PMD(A) aims, in conjunction with specialist training, to equip all RAF personnel with the breadth of attributes necessary to effectively discharge their duties⁴. The generic PMD(A) programme uses a mix of learning opportunities to achieve CAS's vision of an agile, adaptable and capable air force whose personnel are effective advocates of air power. Participation in the generic PMD(A) programme is mandatory for all personnel joining the RAF⁵ and is linked to effective day-to-day employment and career progression; it is also supported by a range of elective development opportunities. The generic PMD(A) content is matched to rank, experience and likely future appointments. It provides the opportunity for individuals to maximise their own potential, thereby balancing the legitimate aspirations of the individual with the requirements of the Service. This approach permits a cost-effective programme that is progressive, has necessary reinforcement and is relevant to the current and future needs of the RAF.

Generic PMD(A) content

2. The RAF has worked common standards and values into a competency framework that outlines the knowledge, skills and attitudes desired of personnel at various stages of their development, expressed as 'effective indicators'. Wherever possible, the generic competencies are consistent with the core competencies of the Professional Skills for Government framework and aligned to the National Occupational Standards for Management and Leadership, which is useful when seeking accreditation.

3. Personnel require differing amounts of detail and complexity to meet their developmental needs. To ensure that the right content and volume are delivered at the right time, the development requirements from key stakeholders are taken into account. The outcomes, which also cover legislative requirements, are then reflected in the Generic Education and Training Requirement (GETR) which is the RAF's through-life generic curriculum. The GETR outlines the common learning requirements of ranks from AC to wg cdr which are expressed in terms of generic competences across 8 subject areas as follows:

Air Power	Leadership and Command	Management	Communication
Core values and standards	Organisation	Force Protection	Military skills

The GETR also identifies in detail, how CAS's strategic vision of generating an 'agile, adaptable and capable' air force is translated into achievable and measurable training

² The knowledge, skills and attitudes common to each rank, irrespective of specialisation.

³ Includes Reserve, RAuxAF and specialist branches from AC to wg cdr but the timing requirements and delivery methods may be different for these personnel.

⁴ Includes command, leadership, management, air power knowledge, air warfare skills, common military skills, ethos, Core Values & Standards and staff training applicable to each rank.

⁵ Detailed transitional arrangements for legacy cohort engagement are covered in Chapter 2.

objectives (a classic example of strategy to task). The effective indicators within each headline subject are expressed in terms of knowledge, skills and attitudes which collectively equip the individual to perform at each stage of development. The GETR will also indicate the desired breadth, depth and timing for each learning element whilst identifying the most suitable learning method and type of delivery (residential, face-to-face, (self- or tutor supported) DL. In so doing, the GETR will assist staff in achieving the best use of resources by removing duplication and reinforcing learning. The GETR also provides commanders and line managers at all levels with a clear understanding of the minimum standard expected in personnel at each rank and will help individuals to fashion their annual development goals. The context for GETR competencies is based on the contribution each branch or trade brings to the achievement of the RAF's core business - the delivery of air power. A short description of the minimum standards of generic development for the ranks from AC to wg cdr is at [Annex A](#)⁶.

4. **Delivery methods and media.** In order to maximise the acquisition of learning skills, a range of delivery styles is adopted on residential courses. DL elements also use a blend of methods and media to suit a variety of learning styles.

a. The focus of pre-course DL is to develop knowledge that can be used on the residential phase. Blended learning media include video, text, and web-based interactive programmes, with virtual and face-to-face interaction and collaboration⁷.

b. The focus of residential course content is on the contextualisation of knowledge through analysis of experiences and the development of skills. The delivery methods include lectures from academic, commercial and military staffs, facilitated syndicate tutorials and seminars and opportunities for personal reflection.

5. **Course content.** While some training objectives may for legal reasons prescribe course content, the GETR framework provides sufficient flexibility for teaching staff to generate meaningful and rich enabling objectives.

Patterns of generic PMD(A)

6. Generic PMD(A) for RAF personnel is delivered throughout an officer's or airman's career commencing with Phase 1, delivered at Initial Officer Training (IOT) or Recruit Training (RT). It continues with Phase 2 during Initial Specialist Training (IST) or Trade Training (TT), but its content varies between branches and trades. The common requirement is to put the branch/trade contribution in the context of the effective delivery of air power. Progressive development of generic PMD(A) through Phase 3 (the development of knowledge, skills and attitudes for use in the workplace) is achieved through linked learning opportunities in a structured programme of education and training. The generic PMD(A) programme consists of appropriate tutor supported and self-study distance learning (DL) and FD activity, interspersed with residential courses. The generic PMD(A) programme of blended learning is detailed at [Annex B](#).

⁶ The GETR can be accessed via the GETC websites: **Internet:** www.raf.mod.uk/pmdair

Intranet: <http://www.no22traininggroup.raf.r.mil.uk/live/road/index.html>

⁷ Some DL modules will contain a range of selectable 'look and feel' styles to suit different learning needs.

7. The residential pattern of generic PMD(A) for airmen during Phase 3 training is directly linked with career progression. For ground trades, the generic PMD(A) profile requires attendance on management leadership courses (MLC). Cpls on the Junior Management Leadership Course (JMLC), sgts on the Intermediate course (IMLC), FS on the Advanced course (AMLC) and WOs on the Warrant Officer Study Period (WOSP)⁸. Ground trade MLCs are delivered at the Airmen's Command Squadron (ACS) at RAF Halton. ACS staff also deliver command and management training (CMT) courses for non-commissioned aircrew (NCA). NCA CMT 1 is for sgts prior to promotion to FS and CMT 2 is for FS prior to promotion to Master Aircrew (MAcr). MAcr attend the WOSP alongside ground trade WOs.

8. The pattern of generic PMD(A) for officers involves identification into different cohorts; legacy cohort JOs are those commissioned before Jul 06; new cohort JOs are those commissioned from Jul 06 (graduates of the 'new' IOT course). For the new cohort JOs, the programme in Phase 3 training commences with the JO Development Programme (JODP) which consists of 3 residential JOD courses and associated DL delivered at intervals of around 2 years. For the legacy cohort JOs the JO Command Course (JOCC) has been replaced by the JOD(Legacy) (JOD(L)) course with associated DL.

9. On promotion to sqn ldr personnel now enter the Senior Officer Development Programme (SODP) the first element of which is the Intermediate Command and Staff Course (Air) (ICSC (A)). For the purposes of the SODP, personnel are divided into 3 cohorts; new cohort those in acting rank on, or substantiated after 2 Jul 08; mid cohort those in substantive rank between 1 Jan 07 – 1 Jul 08; and legacy cohort those with seniority pre-dating 1 Jan 07. Further development of the SODP is under consideration but a key component will be the SO Study Period (SOSP) which will be primarily for those wg cdrs and senior sqn ldrs who have not been selected for Advanced Staff Training (AST)⁹. Until the final part of the SODP is introduced, the Higher Air Warfare Course (HAWC) will remain for personnel on promotion to the rank of wg cdr, who have not already undertaken either AST, or the 8-week ICSC(A). The HAWC is delivered by the Air Warfare Centre (AWC) at RAF Cranwell.

10. All residential Phase 3 generic PMD(A) for officers up to sqn ldr rank is delivered by the RAF Division (RAFD) at the Joint Services Command and Staff College (JSCSC), which is part of the UK Defence Academy. Participation in AST and the higher command courses is determined through a selection process co-ordinated by ACOS Manning staff¹⁰. Places on AST are limited and allocated only to those considered to have clear promotion potential to the rank of gp capt.

11. In addition to formal Phase 3 training under the PMD(A) programme, other air power related learning opportunities exist through the CAS's Fellowships scheme. The scheme comprises a series of Fellowships designed to develop and improve the use of intellectual capital within the RAF, as well as encouraging broader study of air power. CAS's Fellowships represent a key strand of the work on the development of air power thinking

⁸ Attendance on the Joint Services Warrant Officers Course (JSWOC) may follow as Pre-Employment Training for certain posts, or undertaken as elective training.

⁹ Includes ACSC and overseas staff college attendance. The High Level Academic Qualification (HLAQ) programme has been withdrawn.

¹⁰ Details of advanced and higher development courses can be found on the JSCSC website: www.da.mod.uk/courses.

being undertaken by the RAF Centre for Air Power Studies (RAF CAPS). The Fellowships cover a variety of activities ranging from the development of future air power thinkers through to the opportunity to reflect on in-Service experience in an academic environment. They are linked to CAS's Strategic Priorities as detailed in the RAF Strategy 2006, in particular those aimed at development of air power capability, concepts and doctrine, improving the ability of RAF personnel to articulate clearly the contribution that the RAF and air power make to UK Defence, and improving through-life education to produce well motivated, highly-trained, agile and adaptable warfighters. Management of the scheme is the responsibility of the Director of Defence Studies (RAF) and further details can be found in the annual CAS's fellowships DIN available on the MOD Intranet or the RAF CAPS website: www.airpowerstudies.co.uk.

12. For all personnel, DL will be a prominent feature of generic PMD(A) with elements linked with residential courses. A wide range of e-learning packages both mandatory and voluntary are readily available on the RAF's PMD(A) Course Management Service (CMS) that links directly to the Defence Learning Portal (DLP)¹¹. Similarly, many courses and workshops sponsored by the Defence Academy – College of Management and Technology (DA-CMT) are available; some essential and others desirable. Where DL is set to be undertaken before a residential course, the packages will provide the necessary knowledge and reinforcement needed to maximise the benefits of face-to-face interaction with personnel of different backgrounds and experiences. It will also free-up residential course time for students to analyse issues in depth and provide the opportunity for essential reflection. The DL undertaken after a residential course will reinforce key learning points and help people implement their new learning and skills in the workplace. JODP students who have completed residential training will be required to provide feedback and support to future students through Peer Networking. On completion of ICSC(A), sqn ldrs will be able to maintain an overview of the development of JOs and keep abreast of advances in generic education and training material via an Alumni forum hosted on the PMD(A) CMS.

13. Integral to the DL design is the provision of tutor support where needed. Tutors are drawn from Formal Training Establishments (FTE) or selected from unit or station staff¹². While the DL requirements associated with each residential course will vary, the need to develop effective communication skills is a recurring theme¹³. Elective Effective Communication packages are available on the PMD(A) CMS.

14. The higher level management and administration of generic PMD(A) DL for the RAF rests with the GETC, while strategic direction is provided by DACOS Trg Plans, 22 (Trg) Gp. The RAFD and ACS operate the PMD(A) CMS which is accessible on the internet using the following direct link <https://pmd-air.cms.dlp.mod.uk>. The CMS enables tutors to create courses, load nominal roles, send joining instructions, and upload resources for use by their students. The PMD(A) CMS also hosts forums where tutors and students can interact to obtain maximum benefit from the learning environment. It is intended to link the PMD(A) CMS with an upgraded learning management system (LMS) on the DLP which will enable the creation of e-portfolios. In time, the e-portfolio will record an individual's lifelong learning

¹¹ Additionally, the PMD(A) website provides information on generic development and the procedures for gaining access to specific courses hosted through the CMS. **Internet:** www.raf.mod.uk/pmdair
Intranet: <http://www.no22traininggroup.raf.r.mil.uk/live/road/index.html>

¹² Including Stn Air Warfare Officers (SAWO).

¹³ The Individual Staff Studies Course has been withdrawn but English Reference material and Write Right packages are available.

achievements and provide a comprehensive evidential register which could be used to support accreditation of prior learning (APL) for those seeking academic or vocational qualifications. Ultimately, the e-portfolio will be made available through the Defence Individual Training Management (DITM) project which will link the record keeping of DLP and JPA.

15. A fundamental part of generic PMD(A) is coherent use of FD activities. As a command led activity, the responsibility to ensure engagement in FD rests with the entire chain of command. In order that FD can be appropriately focused on the development of the individual, the function of the unit and the demands of the wider RAF, the activities are driven by the GETR, which is the RAF's through-life development curriculum for PMD(A). The GETR provides the necessary coordination framework so that a balance between needs and resources can be achieved; it also provides continuity of development as individuals are posted from one unit to another. The proportion of time allocated to each of the lines of development will vary over time and be responsive to operational imperatives¹⁴. The use of FD time, along with the engagement of FD sqn staff in support of generic PMD(A) activity, including DL and workplace learning, will improve operational effectiveness through individual and collective knowledge, training and skills development across a wide spectrum. In turn, this will lead to the increased preparedness and enhanced competence of all personnel to carry out their duties, either at home-base or deployed on exercise or operations.

Annexes:

- A. [Developmental standards for ranks from AC to wg cdr](#)
- B. [Pattern of generic PMD\(A\)](#)

¹⁴ FD staffs have indicated that a general split of around 30% unit 'free-play' and 70% structured generic development would be appropriate.

**Annex A to
Chapter 1 of
AP 7000**

Developmental standards for ranks from AC to wg cdr

1. The standard within each rank and category is compiled through key supporting elements. For example, 'articulate' encompasses written and verbal communication, presentation skills appropriate to the message being sent, and the intended audience; it also includes an understanding of appropriate use and interpretation of body language. The following extract provides a high level concise statement of the minimum standards expected of each rank after having completed the related generic PMD(A) requirements.

Rank and Phase of training	Minimum developmental standard
AC to SAC	An airman who is an agile and adaptable follower but capable of influencing and leading their peer group. Recognises and understands the command and control structure and their role and responsibilities within it. Upholds the RAF's core values and standards.
Cpl post JMLC	An NCO who can competently lead a small team using a range of leadership and management styles appropriate to the situation. Directs, coordinates and controls individuals within the powers and responsibilities of the rank. Can understand the effective application of air power at the tactical level.
Sgt post IMLC or NCA Initial Training Course (NCAITC). <i>Note: NCA CMT 1 conducted once experienced in rank.</i>	A SNCO who can competently lead a team using a range of leadership and management styles appropriate to the situation, and who has the skills to effectively appraise subordinates. Can effectively delegate tasks, decisions, responsibilities and resources to appropriate levels. Can analyse the effective application of air power at the tactical level.
FS post AMLC or CMT 2	A SNCO who can competently lead a diverse team using a range of leadership and management styles appropriate to the situation, and who is equipped with the skills to effectively appraise subordinates. Can effectively distribute resources and delegate tasks, decisions and responsibilities to appropriate levels in order to stretch and develop personnel. Can analyse the effective application of air power at the tactical level.
WO & MAcr post WOSP	A WO/MAcr who can analyse, articulate and influence. Has a comprehensive understanding of, and can effectively apply, a variety of leadership and management styles to the most diverse of teams on stn, and who is equipped with the skills to effectively appraise subordinates. Can analyse the effective application of air power at the tactical level.
JO post IOT	An agile and adaptable officer who can identify the fundamentals and application of air power. Upholds the RAF core values and standards. Equipped with the skills, knowledge and attitudes to apply a basic level of command, leadership and staff competencies required in flt cdr roles and stn appointments.
JO post JODP (Embraces 3 residential courses, blended with DL over a period of around 6-years post IOT)	An officer who can analyse, articulate and influence the effective application of air power at the tactical level. Equipped with the skills, knowledge and attitudes to apply a full range of command, leadership and staff competencies.
Sqn Idr post ICSC(A)	An officer who can evaluate and optimise the military and civil service contribution to the effective application of air power at the operational level in the joint, combined and multi-agency environments.
Wg Cdr post SODP (HAWC until Jul 12 then SOSP)	An officer who can evaluate and enhance the military and civil service contributions to the effective application of air power, and influence senior strategic decision makers.



Chapter 2: Generic PMD(A) participation policy

1. The Air Force Board has directed that, with certain exceptions for legacy cohort personnel, all RAF personnel participate in the mandatory generic PMD(A) programme¹⁵ appropriate to their rank to achieve a minimum standard of knowledge, skills and attitudes¹⁶. Active engagement in the development programme is a core requirement for both the individual and the command /line management chain¹⁷ and brings significant benefit to the individual and the RAF. Such is the importance of the timing of the residential elements of the PMD(A) programme that Manning staffs are directly involved in the loading of some courses¹⁸. Policy direction for the timing of course attendance and PMD(A) engagement is detailed in this Chapter. The detailed procedures for nomination and self-application for airmen and officers are at [Chapter 3](#) and [Chapter 4](#) respectively. The learning requirements are linked and progressive and their value is diminished if any element is omitted or taken out of sequence. Failure to conduct generic PMD(A) within the prescribed timeframe may adversely affect the full realisation of an individual's potential and could render the individual liable to administrative action under QR 1027 with associated career implications. Differences in Terms and Conditions of Service and some specialist requirements means that variations to the engagement timing and course attendance programme exist. Similarly, the exigencies of the Service override all other policy considerations. Accordingly, safeguards exist for personnel involved in posts/ appointments/ roles where operational imperatives outweigh the generic PMD(A) timing requirements. In these circumstances the relevant commanders (up to AOC/2*¹⁹ for ICSC(A)) may authorise deferral of generic PMD(A) engagement (including withdrawal from a course once a place has been allocated) on a case-by-case basis and notify Manning (COS Pers for ICSC(A)) by following the procedures for variation to the generic PMD(A) requirements at [Chapter 3](#) for airmen and [Chapter 4](#) for officers²⁰.

2. Within the Total Force Concept all personnel are given the same developmental opportunities wherever possible, including those joining from other Services, and those being commissioned from the ranks. A table detailing the RAF Input Standards and Generic Training Requirements for people joining the RAF at each of the entry points is at [Annex A](#). Any bids to deviate from the stated position are to be staffed through SO1 Generic Training, GETC. While variations on PMD(A) engagement requirements may exist depending on the RAF entry route, course nomination, withdrawal/deferment procedures are common for those eligible for the training. Personnel of the specialist branches and Reserves also engage in generic PMD(A) as agreed with each of the Branch and Trade Sponsors, but the timing of some of their activities varies from the PMD(A) standard of regular branch and trade personnel. Details of specific issues relating to engagement in generic PMD(A) by specialist branch personnel is at [Annex B](#) and for Reserves is at [Annex C](#). Training places on all courses may also be allocated to international students and MOD civil servants of equivalent status on a case-by-case basis as directed by DACOS GETC as the agent of the Training Requirements Authority (TRA) (AOC 22 (Trg) Gp), in consultation with International Defence Training and Directorate of Air Staff officers²¹.

¹⁵ During transition, exceptions and timing differences exist for legacy cohorts, specialist branches and PAS officers as detailed in this chapter.

¹⁶ Opportunities for personnel to exceed the minimum standards are also readily available through many avenues, including elective courses on the DLP.

¹⁷ **QRs 70 and 92** refer.

¹⁸ Manning nominations have precedence over all others.

¹⁹ May be delegated to 1*.

²⁰ COS Pers may, on a case-by-case basis or en masse, elect to waive certain engagement and attendance requirements of generic PMD(A).

²¹ Nominations are made to DACOS GETC whose staff will identify course place availability and accept or reject the bid accordingly.

3. **Career Implications.** Successful completion of each phase of generic PMD(A) is identified by the award of either substantive promotion, in the case of airmen, or a Service qualification/JPA identifier linked to the residential elements of the programme. Service qualifiers or symbols awarded for completion of a course further along the generic PMD(A) programme supersede the more junior award whereupon the junior symbol or qualifier is no longer to be used. At certain points in a career, completion of generic PMD(A) forms a critical enabler of suitability for substantive promotion and further development. Engagement in PMD(A) does not result in any Return of Service issues but is related to career progression as follows²²:

a. **Generic PMD(A) linkage to Branch or Trade development.** Generic PMD(A) provides the foundation for all other learning and development in the RAF by instilling the common and necessary knowledge, skills and attitudes required of personnel at each rank, irrespective of their specialisation. It is from this basis that professional development in the chosen branch or trade can occur, hence, the significant investment in initial recruit and officer training. During Phase 2, specialist training, the balance shifts with generic PMD(A) being contextualised by the functions performed within the branches and trades. In Phase 3, the balance moves back in favour of generic PMD(A) as the knowledge and skills level increases in management and leadership and rises from the tactical to operational level. Accordingly, residential generic PMD(A), while not specifically Pre-Employment Training, does provide the means for personnel to quickly understand the increased requirements of higher rank and it is, invariably, to be completed before attendance or engagement on further branch, trade or role development²³.

b. **PMD(A) primacy over other training courses.** Engagement in the RAF PMD(A) development programme has primacy over all sister-Service courses in Phase 3. Similarly, generic PMD(A) training is to be completed before lengthy (non-Phase 2) RAF trade /branch specialist courses (for example ICSC(A) is to be completed before new cohort sqn ldrs embark on the logistics MA course). The position regarding Phase 2 development is more fluid but the deciding body on sequencing of generic courses is the GETC in consultation with the appropriate Phase 2 deliverer. From 1 Jan 11, completion of the WOSP must occur before attendance on the JSWOC (ideally a minimum reflection period of 6 months between the courses).

c. **Non-commissioned officers (Ground Trades).** When selected for promotion personnel in the ground trades will be required to successfully undertake Junior, Intermediate or Advanced Management & Leadership Course (JMLC, IMLC or AMLC) as a pre-requisite for substantive promotion to cpl, sgt and FS respectively. Attendance on the appropriate course should be undertaken within the first year in rank. Importantly, it should be noted that generic PMD(A) requirements are in addition to any Trade Management Training (TMT) or specialist Further Training (FT) needed for advancement. Service qualifiers for the JMLC, IMLC and AMLC are not applied as the award of substantive promotion is the indicator of successful completion of the necessary training.

²² Full policy detail of Terms and Conditions of Service for officers is in **AP 3393** and **AP 3376 Vol 1 and 2** for airmen.

²³ Desk officers will actively manage the requirement to ensure generic PMD(A) is conducted by new cohort personnel at the earliest opportunity. Where a posting to other Services has been agreed, appropriate generic PMD(A) is to be conducted before commencement of the posting, wherever possible. Of note, ICSC(A) is to be completed by sqn ldrs before attendance on ICSC(L), loan service with sister-Services/allied forces, or embarking on masters courses which may restrict the opportunity for ICSC(A) attendance.

d. **Non-commissioned aircrew (NCA).** To become eligible for promotion sgts must complete Command Management Training (CMT) 1 and FS must complete CMT 2. The NCA attendance qualification is a minimum of 4 years seniority in rank and the receipt of a positive promotion recommendation, supported by the flt cdr. NCA who either voluntarily withdraw from or refuse to attend a CMT course without acceptable reason will be regarded as having refused promotion. When an NCA is compulsorily withdrawn from CMT a Board of Officers at Manning will decide whether the NCA should be withdrawn from the Half Yearly Promotion List (PL) or offered a further opportunity to complete CMT. If an NCA in the paid acting rank of MAcr fails CMT a Board of Officers will decide whether the NCA should revert to their substantive rank. In cases where acting rank is retained a Board of Officers will decide whether substantive promotion should be retrospective when a subsequent course is completed. Forfeiture of seniority will usually arise only if withdrawal from training is attributable to any factor within the individual's control. The JPA qualifier 'NCA CMT 1/2' is awarded on completion of CMT 1 and 2 respectively.

e. **WO and MAcr.** The WO Development Programme (WODP) consists of two elements; the Warrant Officer Study Period (WOSP) and the Joint Services Warrant Officer Course (JSWOC). From Jul 08, completion of the WOSP became mandatory for all WO and MAcr within the first year of rank. From 1 Apr 10, the award of substantive warrant officer rank will only be made after successful completion of the WOSP; substantiation of rank then triggers the award of the Royal Warrant. From 1 Jan 11, completion of the WOSP will be a prerequisite for attendance on the JSWOC. Attendance on the JSWOC for all WO and MAcr is strongly encouraged as part of continuing personal development under WODP but is not mandated, unless required as Pre-Employment Training (PET) for specific roles. The JPA qualifier 'WOSP' is awarded on completion of the course.

f. **New cohort junior officers (JO).** The JO Development Programme (JODP) is mandatory for new cohort JO (IOT graduates from Jul 06)²⁴ and the responsibility for securing a place on JOD courses rests with the individual officer (officers in flying training will routinely be allocated a JOD1 place as part of their course). Completion of the JODP is a pre-requisite for substantive promotion to sqn ldr. The Service qualifier MilSymbol|JOD1|RAF (and JOD 2, JOD 3) is awarded on completion of each residential phase and JODP for completion of the entire programme which will include any post JOD3 Distance Learning (DL).

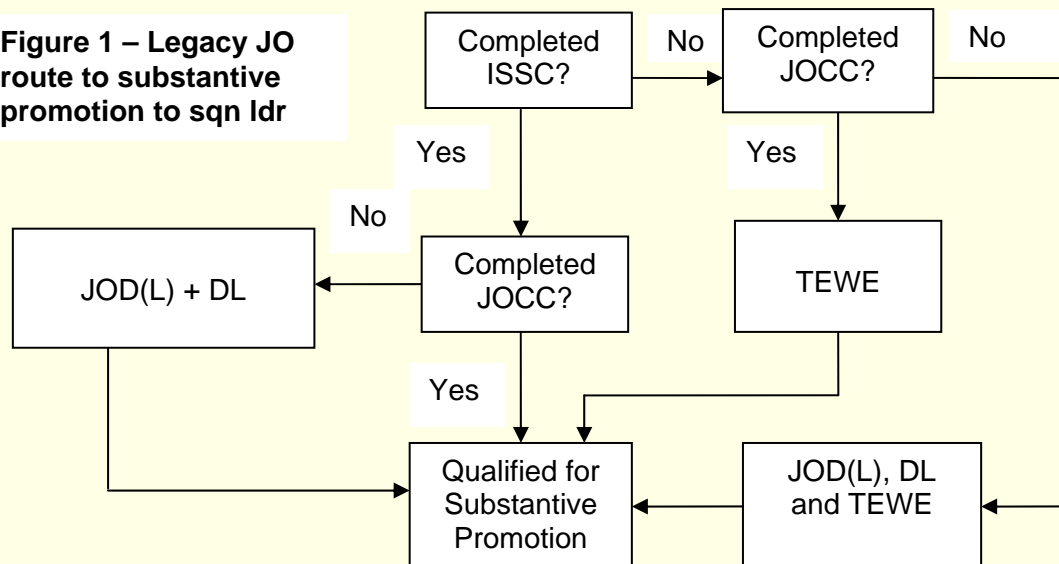
g. **Legacy cohort JO.** Legacy cohort JO (IOT graduates pre-Jul 06) are not mandated to complete any residential PMD(A) courses. However, successful completion of the JOCC (now withdrawn) or its replacement, the JOD(Legacy)²⁵ is a pre-requisite for substantive promotion to sqn ldr²⁶. JOCC qualified legacy cohort JO who have not completed the Individual Staff Studies Course (ISSC) (now withdrawn) will be required to submit a Tutor-assessed Effective Writing Exercise (TEWE) in order to complete their JO development and qualify for promotion to substantive sqn ldr. For legacy cohort junior officers, the Service symbol 'JOCC(RAF)' is awarded after successful completion of the JOCC or JOD(L) course, and 'qss' is awarded on completion of the TEWE. The following flowchart indicates the various routes for legacy cohort JO to achieve qualification for substantive promotion to sqn ldr:

²⁴ Mandatory PMD(A) engagement for new entrants to the specialist branches was introduced 1 Oct 08 and for Commissioned WOs 16 Feb 09. However, the timing of PMD(A) varies from the programme for new cohort JOs.

²⁵ The JOD(L) course will run from Oct 09 until mid-12.

²⁶ An exemption exists for Branch Officers, legacy Commissioned WOs and JOs over 45, see sub-para i.

Figure 1 – Legacy JO route to substantive promotion to sqn ldr



h. **Officers in flying training.** Officers in lengthy Phase 2 flying training will routinely be allocated a JOD1 place by staff at the Formal Training Establishment (FTE). In effect, JOD1 is an embedded element of the flying course programme in accordance with the schedule promulgated by Director Flying Training²⁷. Late nomination places will be made available for trainee aircrew in the event that operating constraints (for example weather or ac serviceability issues) impede course/phase completion²⁸.

i. **Commissioned WO, Branch Officers and JO over 45.** Personnel passing the Commissioned WO course after 16 Feb 09 are required to complete the entire JODP but the timing of engagement is accelerated in recognition of their previous RAF experience (see [Annex A](#)). Branch Officers, Commissioned WOs (pre-16 Feb 09) and JO over 45 years of age should note that whilst not mandated to complete the JODP they are not exempt ICSC(A) upon promotion to a/sqn ldr and the ICSC(A) syllabus will assume that students have attained the JODP standard in all subject areas.

j. **New cohort sqn ldrs.** New cohort sqn ldrs (those gaining acting or substantive sqn ldr rank on or after 2 Jul 08) are required to attend ICSC(A) within the first year of rank and will usually be allocated a course by Manning staff when first notified of their award of acting/substantive promotion²⁹. Due to operational pressures and critical shortages in some areas, dispensation has been given to the flying branch for ICSC(A) attendance to be completed in the period 6 months before taking acting rank and up to 2 years (rather than the first year) in rank. However, every effort should be made to attend the course in the first year. The Service qualifier ILPMD(A) is awarded on completion of ICSC(A).

k. **Mid-cohort sqn ldrs.** Mid-cohort sqn ldrs, those with seniority of 1 Jan 07 to 1 Jul 08 inclusive, are also mandated to attend ICSC(A). However, due to the limited availability of course places, the flow of students needs to be managed to maximise early attendance for individual benefit and fill course places for organisational efficiency. Accordingly, mid-cohort sqn ldrs are required to complete the course by 1 Jul 11. The Service qualifier ILPMD(A) is awarded on completion of ICSC(A). From 1 Jul 12 mid-cohort sqn ldrs will only be considered for promotion to wg cdr if they are ICSC(A) graduates (either the 4 week or 8 week course).

²⁷ 20090302-U-JOD1 FT Policy.

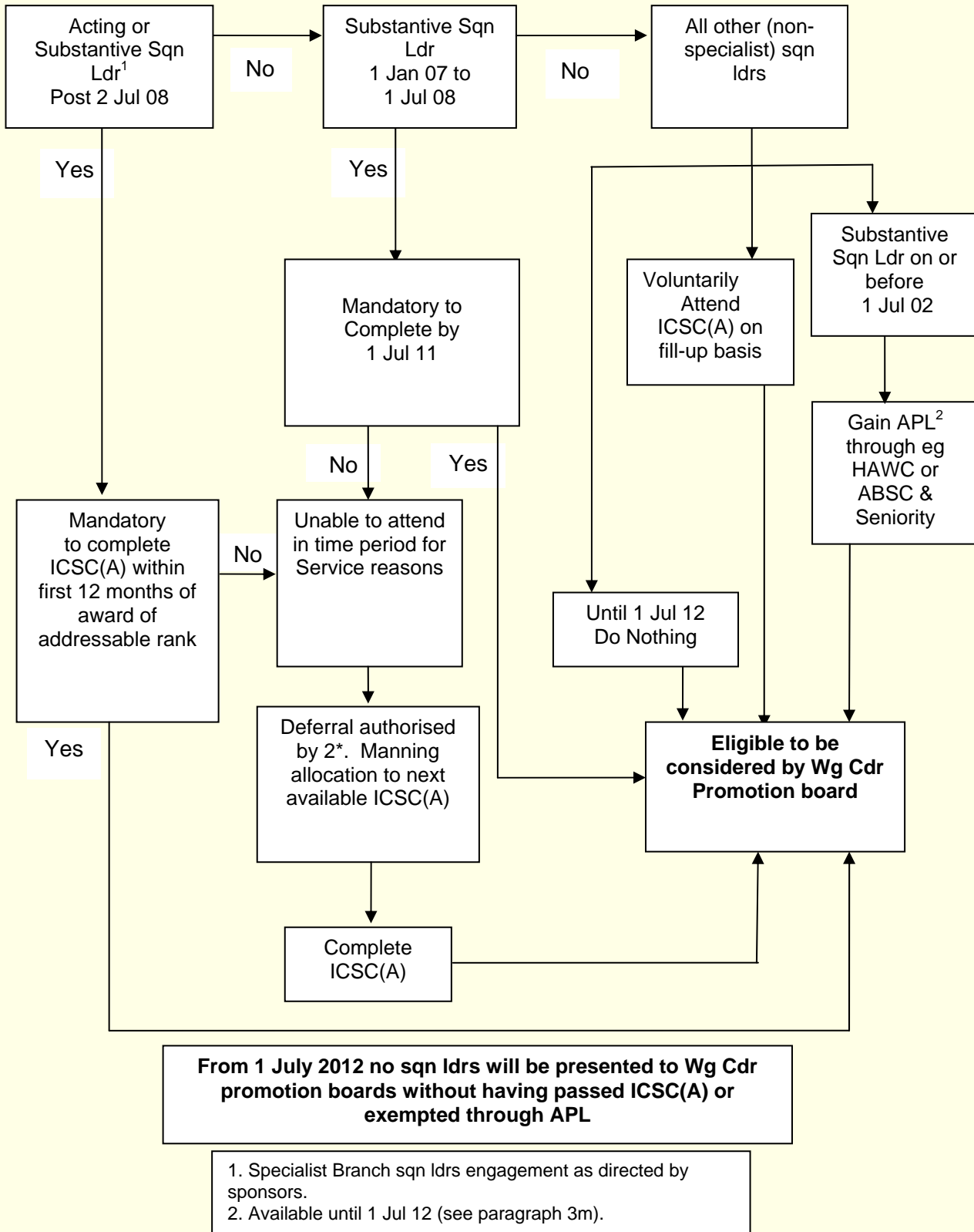
²⁸ Direct, and early, liaison between RAFA and the FTE will be required to activate priority applications.

²⁹ Details of transitional, concessionary arrangements for personnel requiring deferral are at [Chapter 3](#) for airmen and [Chapter 4](#) for officers.

l. **Legacy cohort sqn ldrs.** Legacy cohort sqn ldrs (substantive sqn ldrs as at 31 Dec 06) are not mandated to attend ICSC(A) but are strongly encouraged to complete the course as it is a key indicator of suitability for further promotion. From 1 Jul 12 only personnel who have successfully completed ICSC(A) (either 4 week or 8 week), or who have been excused through Accreditation of Prior Learning (APL), may be presented to promotion boards. The Service qualifier ILPMD(A) is awarded on completion of the 8 week ICSC(A); qs was awarded previously for the 4 week course.

m. **Accreditation of prior learning.** Ideally, all sqn ldrs should attend ICSC(A) to help them develop the skills necessary for their rank and be competitive at promotion boards. However, it is acknowledged that lengthy experience in rank provides a qualification of itself. For legacy cohort sqn ldrs with seniority pre-dating 1 Jul 02, the opportunity exists for accreditation of prior learning (APL) in regards to the award of eligibility for promotion to wg cdr. To qualify for APL sqn ldrs with the necessary seniority should have attended a HAWC or the Air Battle Staff Course (since 1 Jan 06) and currently be in receipt of 4 consecutive OJAR performance assessments of a minimum B grade. Personnel meeting these criteria will be eligible for presentation to promotion boards without a pass at ICSC(A) when the policy change occurs in Jul 12 and will remain eligible providing the performance grade does not fall below B grade.

Figure 2 – Sqn Ldr engagement in ICSC(A)



n. **Wg Cdrs.** Wg cdrs, who have not previously completed AST, or the 8-week ICSC(A) should, until mid-12 (when it will be replaced with a Senior Officer Study Period (SOSP)), attend the Higher Air Warfare Course (HAWC) within their first year in the rank of wg cdr. From mid-12, SOSP attendance will be mandatory for non-AST graduates (except those personnel nominated to attend AST, including pre-selectees) within their first year of rank.

o. **Specialist Branches.** Personnel of the Specialist Branches were previously exempted from elements of the voluntary command and staff management training given to officers of

the functional branches. However, specialist branch sponsors now require their personnel to actively engage in mandatory generic PMD(A), although the various demands on the branches modifies the timing of the engagement. [Annex B](#) identifies the revised generic PMD(A) programme for each of the specialist branches³⁰. Included in the programme is the opportunity for specialists who were commissioned before the introduction of the SERE Basic Air Warfare Course (SBAWC) in Jul 06 to undertake the SBAWC on a fill-up basis.

p. **RAF Reserve and RAuxAF officers.** From Oct 08 all newly appointed Reserve Air Forces personnel are mandated to undertake generic PMD(A) and will normally be expected to meet the same participation criteria as their regular counterparts. Included in the programme is the opportunity for Reservists who were commissioned before the introduction of the SERE Basic Air Warfare Course (SBAWC) in Jul 06 to undertake the SBAWC on a fill-up basis. Specific details relating to Reserves and arrangements for legacy personnel are at [Annex C](#).

q. **Officer selection for AST.** Senior officers may be *considered* for AST (ACSC and overseas staff college) at any point but successful completion of ICSC(A) is a pre-requisite for *attendance* on AST. An overview of the AST selection policy is at [Annex D](#). The Service qualifier psc(j) is awarded on completion of (the UK) ACSC.

r. **Professional aviator spine (PAS).** The eligibility criteria for entry to the PAS are detailed in **JSP 754, Chapter 5, Section 6**. New cohort JOs will only be considered for transfer by Manning staffs after their successful completion of the JODP. Legacy PAS JO are not mandated to attend residential generic PMD(A) courses. However, should any PAS officer elect, and be permitted, to transfer back to the Career Stream then they will be required to complete the relevant generic PMD(A) programme associated with their rank and meet all mandatory eligibility requirements in order to qualify for further promotion or attendance on advanced development courses, for example AST. NCA may also gain entry to the PAS but are not exempt from any PMD(A) courses linked to substantive promotion.

4. **Assessment strategy and end-of-course reports.** Each formal course within the generic PMD(A) programme will be assessed as directed by the GETC as the TRA. The varying lengths and intensity of the various packages dictates that, for some elements, assessment by exception may be the norm. In others more detailed reports will be raised, especially those used as an indicator of potential for further development or where the course attracts certain accreditation. However, in all cases attitudinal approach and engagement will be measured. End of course reports for the following courses will be raised:

a. **JMLC, IMLC and AMLC.** JMLC, IMLC and AMLC reports commenting on attitude, summarising performance and highlighting areas for further development are sent to the individual's flt cdr, via unit Chief Clerks. In addition, individual learning journals are attached to AMLC reports in order that flt cdrs have sight of the development aspirations of their FS.

b. **NCA CMT 1 and 2.** NCA CMT 1 and 2 course reports that comment on strengths and areas for further development are sent directly to the individual's 2RO.

c. **JODP.** JODP course reports indicating areas of strengths or further development are sent to the individual and their stn cdr.

d. **JOD(L).** JOD(L) course reports are sent to the individuals and their stn cdr.

³⁰ Critically, in the case of the Medical branch, and due to contractual obligations relating to locum cover, once a course place has been allocated it should be treated as inviolate.

e. **ICSC(A)**. The end of course report for ICSC(A) summarises and grades an individual's overall performance and attitude on the course. The final grade awarded is based upon the Overall Performance Grade principles of an OJAR. The report is submitted on JPA and a copy is retained by the individual.

5. **Re-course or non-completion of full course and suspension from training.** Normally, students are only re-coursed for operational, medical or significant welfare reasons that have resulted in non-completion of the course. In these circumstances, a Review Board, chaired by the OC or Director of the school, would consider whether completion of a full course was required, or whether modules of distance learning could be used to satisfy achievement of the missing training objectives. Suspension would occur only in the unlikely event of students ignoring verbal counselling from their tutors or Course Director, in respect of their attitude or failure to meet course standards. A decision to suspend a student from training would be made by a Review Board, chaired by OC or Director of the school, under the auspices of QR 1027.
6. **Failure to appear.** Personnel nominated to attend residential courses who fail to appear at the designated time and place may be subject to administrative action. Whilst it is the individual's responsibility to notify the school, through unit admin staffs, of any delay in attendance, school staffs will attempt to contact the individual, or parent unit to ascertain the reason for the failure to appear. Depending on the circumstances, OC or Director of the school will consider whether formal action is required through QR 1027 for being AWOL.
7. **Course failure.** Failure to achieve the required output standard will prevent the award of the service qualifier symbol and may trigger administrative action. In the event of failure, a Review Board, chaired by OC or Director of the school, will determine whether additional distance learning and/or a re-course is merited. Where failure of the course impacts on career development the Review Board is to be co-chaired by a Manning staff officer of equivalent rank to the OC/Director of the school. Failure of a course may result in Administrative action under QR 1027.
8. **Accreditation.** Active engagement in generic PMD(A) will provide many benefits to the operational effectiveness and efficiency of the RAF tasks. Additionally, the continuum of generic PMD(A) will provide the opportunity for individuals to gain full, or partial awards in academic or vocational qualifications, especially when evidence of learning can be drawn from an e-portfolio. Policy for accreditation is detailed in JSP 898 Part 4 Chapter 5. Accreditation activity is influenced by developments in national qualifications, changes to RAF formal training and funding levels available. 22(Trg) Gp, SO2 Accreditation is responsible for the RAF accreditation strategy, including appropriate accreditation for all PMD(A) training and the advice to Training Requirements Authorities on suitable accreditation schemes. The aim is to ensure that the maximum level of accreditation is available to recognise the skills and knowledge they develop through formal training and experience. Details of the accreditation currently available are at [Annex E](#).

Annexes:

- A. [RAF input standards and generic training requirements](#)
- B. [Specialist branch engagement in generic PMD\(A\)](#)
- C. [Reserve forces PMD\(A\) participation](#)
- D. [Advanced staff training](#)
- E. [Accreditation](#)

**Annex A to
Chapter 2 of
AP 7000**

RAF input standards and generic training requirements³¹

Airmen

Ser	Input standard (IS)	Required course on entry and future PMD(A)	Remarks
1	Direct Entrant – no military service	PRTC ³² BRT Full PMD(A)	<ul style="list-style-type: none"> • Need to be trained in all aspects of life in RAF. • PRTC used for course orientation, expectations and self preparation.
2	Direct Entrant RAF Gunner– no military service	PGAC TGC Full PMD(A)	<ul style="list-style-type: none"> • Need to be trained in all aspects of life in RAF with increased level of Ground Defence skills. • Trainee Gunner Course mirrors content of BRT but is integral with phase 2 gunner training.
3	RN, RM, Army transfer (Subject to AFCO interview, medical and fitness)	Fast Track BRT Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> • Fast Track is BRT with abridged GDT package. Includes Air Power, RAF Ethos, culture and procedures. • Should be CCS and RAFFT standard but if unsuccessful at RAFFT or CCS, remedial training given with 1 re-sit attempt. Failure of the re-sit requires completion of the full training package.
4	RAF re-entrant ground trade returning within 2 years <u>and</u> having a minimum of 2 years productive service	Kit and Post Rejoin PMD(A) at base level for rank	<ul style="list-style-type: none"> • Kit and Post includes CCS and RAFFT plus update on key RAF developments during last 2 years and may necessitate DL afterwards. • Potentially minimal knowledge and skill fade. • Individual specialist requirements decided on a case-by-case basis, with trade sponsor input and support.
5	RAF re-entrant ground trade returning between 2 and 4 years <u>and</u> having a minimum of 2 years productive service	Fast Track BRT Rejoin PMD(A) at base level for rank	<ul style="list-style-type: none"> • Fast Track is BRT with abridged GDT package. Includes Air Power, RAF Ethos, culture and procedures. Will also require update on key RAF developments during last 4 years and may necessitate DL afterwards. • Potentially significant skill fade. • Individual need for PMD(A) decided on a case-by-case basis by DACOS GETC. • Individual specialist need decided on a case-by-case basis by trade sponsor.

³¹ GETC Policy letter 20090216-Input Standards Matrix

³² In exceptional circumstances and as the ITT imperative demands, DRIT may sanction an exemption.

Ser	Input standard (IS)	Required course on entry and future PMD(A)	Remarks
6	RAF re-entrant ground trade returning after 4 years or having fewer than 2 Years productive service	BRT Rejoin PMD(A) at base level for rank	<ul style="list-style-type: none"> • Need to be fully re-trained in all aspects of life in RAF due likely significant skill fade or, with less than 2 years service, not sufficiently consolidated.
7	RAF Reserve to Regular (ground trade qualified)	No specific course; Training determined on a case by case basis Continue PMD(A)	<ul style="list-style-type: none"> • Individual need for generic training and PMD(A) assessed on a case-by-case basis by DACOS GETC and DACOS Reserves. • Phase 2 re-qualification requirements to be assessed by Branch Sponsor.
8	RAF Regular to Reserve having a minimum of 5 years productive service	Continue PMD(A)	<ul style="list-style-type: none"> • Phase 2 training requirements to be assessed by Branch Sponsor.
9	RN, RM, Army Reserve transfer to Regular RAF ground trade	Fast Track BRT Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> • Individual need for PMD(A) assessed on a case-by-case basis by DACOS GETC and DACOS Reserves.. • Phase 2 qualification requirements to be assessed by Branch Sponsor. • Fast Track is BRT with abridged GDT package. Includes Air Power, RAF Ethos, culture and procedures. • Should be CCS and RAFFT standard but if unsuccessful at RAFFT or CCS, remedial training given with 1 re-sit attempt. Failure of the re-sit requires completion of the full training package.

NCA and direct entry air traffic controllers

Ser	Input Standard (IS) and selection	Required course on entry and future PMD(A)	Remarks
1	Basic Entrant – no military service Full OASC selection	PRTC ³³ BRT NCAITC Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> • Need to be trained in all aspects of life in RAF. • Need to be trained for flying duties and role of aircrew SNCO. • Direct entry SNCO ATC to also complete NCAITC for trial period.
2	RAF (all ranks) re-muster from ground trade Full OASC selection	NCAITC Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> • Need to be trained for flying duties and role of aircrew SNCO. • Need for additional generic PMD(A) to be assessed by DACOS GETC.
3	RN, RM, Army - ground trade transfer (all ranks) Full OASC selection	Fast Track BRT NCAITC Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> • Fast Track BRT with abridged GDT package. Includes Air Power, RAF Ethos, culture and procedures. • Should be CCS and RAFFT standard but if unsuccessful at CCS or RAFFT, remedial training given with 1 re-sit attempt. Failure of the re-sit requires completion of the full training package. • Need for additional generic PMD(A) to be assessed by DACOS GETC.
4	RN, RM, AAC - aircrew transfer, with brevet OASC selection interview, medical and fitness	Fast Track BRT Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> • Already completed initial aircrew training with previous service • Need for additional generic PMD(A) to be assessed by DACOS GETC.
5	RAF aircrew re-entrant OASC SRO selection process	NCAITC Enter at base level for rank.	<ul style="list-style-type: none"> • Additional PMD(A) requirements to be assessed by GETC depending on time out of service, either resume PMD(A), . • Update briefs on key RAF developments to cover period out of Service, may necessitate DL afterwards.
6	RAF Reserve aircrew to Regular aircrew -aircrew qualified. OASC SRO selection process	No specific course; Training determined on a case by case basis Continue PMD(A)	<ul style="list-style-type: none"> • Phase 2 re-qualification requirements to be assessed by Branch Sponsor. • Need for additional generic PMD(A) to be assessed by GETC.
7	RN – ATC qualified OASC selection interview, medical and fitness.	Fast Track BRT Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> • Phase 2 re-qualification requirements to be assessed by Branch Sponsor. • Need for additional generic PMD(A) to be assessed by GETC.

³³ In exceptional circumstances and as the ITT imperative demands, DRIT may sanction an exemption.

Officers

Ser	Input Standard (IS)	Required course on entry and future PMD(A)	Remarks
1	Basic Entrant – no military service Full OASC selection	IOTC Full PMD(A)	
2	Reserve Basic Entrant Full OASC selection	PRTC BRT ROIT or SERE Full PMD(A)	<ul style="list-style-type: none"> Reserve officers would normally serve as reserve airmen before being commissioned. (see #11). SERE course could be undertaken if appropriate to individual needs.
3	RAF WO (within CWO entry criteria) OASC selection interview	CWOC S-BAWC Full PMD(A)	<ul style="list-style-type: none"> Phase 2 training requirements as directed by Branch Sponsor. Fast track onto PMD(A) programme – JOD 1 normally within 6-12 months of graduation.
4	AAC transfer - WO1 having served a minimum of 12 months in rank). OASC selection interview, medical and fitness.	SERE S-BAWC Full PMD(A)	<ul style="list-style-type: none"> Phase 2 training requirements as directed by Branch Sponsor. Fast track onto PMD(A) programme – JOD 1 normally within 6-12 months of graduation. <p>Note: In exceptional circumstances and as the operational imperative demands, WO1,WO2s and RAF FS may just complete Term 3 of IOTC – to be agreed between Gp Capt OASC and Gp Capt OACTU.</p>
5	RN, RM or Army transfer - WO (WO 1& WO2) having served a minimum of 4 yrs in rank, or AAC WO1 with less than 12 months in rank. AFCO interview and full OASC selection.	SERE S-BAWC Full PMD(A)	<ul style="list-style-type: none"> Phase 2 training requirements as directed by Branch Sponsor. Fast track onto PMD(A) programme – JOD 1 normally within 6-12 months of graduation. <p>Note: In exceptional circumstances and as the ITT imperative demands, DRIT may sanction exemption for male candidates</p>
6	RAF WO (outside CWO competition) and FS having served a minimum of 4 yrs in rank. (Inc NCA) AFCO filter interview and full OASC selection.	SERE S-BAWC Full PMD(A)	<ul style="list-style-type: none"> Phase 2 training requirements as directed by Branch Sponsor. Fast track onto PMD(A) programme – JOD 1 normally within 6-12 months of graduation. <p>Note: In exceptional circumstances and as the ITT imperative demands, DRIT may sanction exemption for male candidates</p>
7	SAC to Chf Tech and FS with less than 4 years in rank. (Inc NCA) AFCO filter interview and full OASC selection.	IOTC Full PMD(A)	<ul style="list-style-type: none"> Phase 2 training requirements as directed by Branch Sponsor.

Ser	Input Standard (IS)	Required course on entry and future PMD(A)	Remarks
8	RN, RM, Army – transfer AFCO filter interview and full OASC selection	IOTC Full PMD(A)	<ul style="list-style-type: none"> Phase 2 training requirements as directed by Branch Sponsor.
9	RAF Reserve officer to Regular officer, having served a minimum of 2 years productive service OASC selection interview, medical and fitness	No specific course; Training determined on a case by case basis Continue PMD(A)	<ul style="list-style-type: none"> Phase 2 training requirements to be assessed by Branch Sponsor. Individual need for generic training and PMD(A) assessed on a case-by-case basis by DACOS GETC and DACOS Reserves
10	RAF Regular airmen to Reserve officer, having served a minimum of 2 years productive service Full OASC Selection	ROIT or SERE S-BAWC Full PMD(A)	<ul style="list-style-type: none"> SERE course could be undertaken if appropriate to individual needs. Phase 2 training requirements to be assessed by Branch Sponsor. Attendance on PMD(A) as soon as practical after completing AP study packs
11	RAF Reserve airmen to Reserve officer having, served a minimum of 2 years productive service Full OASC Selection	ROIT or SERE S-BAWC Full PMD(A)	<ul style="list-style-type: none"> Reserve Officers would normally serve as reserve airmen before commissioning, applies to Part Time Volunteer Reserve (PTVR) only. SERE course could be undertaken if appropriate to individual needs. Phase 2 training requirements to be assessed by Branch Sponsor. Attendance on PMD(A) as soon as practical after completing AP study packs
12	RN, AAC - junior officer aircrew transferee. OASC selection interview, medical and fitness.	RAF Induction Air Power Study packs Full PMD(A)	<ul style="list-style-type: none"> Phase 2 training requirements to be assessed by Branch Sponsor. Fast track onto PMD(A) programme – JOD 1 within 6-12 months of graduation. RAF Induction training course to be devised
13	RN, AAC - senior officer aircrew transferee OASC selection interview, medical and fitness.	RAF Induction Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> Phase 2 training requirements to be assessed by Branch Sponsor. Immediate attendance on ICSC(A). RAF Induction training course to be devised
14	RAF re-entrant officer – Regular or Reserve, returning within 5 years of leaving. Regulars: Minimum requirement - OASC selection interview, medical and fitness. Reserves: FTRS appointments board interview, medical and fitness.	Kit and Post Enter PMD(A) at base level for rank	<ul style="list-style-type: none"> Kit and Post includes CCS and RAFFT plus update on key RAF developments during period out of service and may necessitate DL afterwards. Phase 2 training requirements to be assessed by Branch Sponsor. Need for additional generic PMD(A) requirements to be assessed by GETC. Resume JODP (if not previously completed, or JOCC qualified) or Senior Officer Development Programme (SODP).

Ser	Input Standard (IS)	Required course on entry and future PMD(A)	Remarks
15	<p>RAF re-entrant officer – Regular or Reserve, returning after more than 5 years from leaving.</p> <p>Normally full OASC selection; minimum requirement is OASC selection interview, medical and fitness.</p>	<p>SERE S-BAWC Enter PMD(A) at base level for rank</p>	<ul style="list-style-type: none"> • Phase 2 training requirements to be assessed by Branch Sponsor. • Need for additional generic PMD(A) requirements to be assessed by GETC.

Acronym list and course duration:

AAC	Army Air Corps
AP	Air Power
ATC	Air Traffic Control
BAWC	Basic Air Warfare Course (2 weeks)
BRT	Basic Recruit Training (9 weeks)
CCS	Common Core Skills (Military Skills)
CWOC	Commissioned WO Course (1 week)
DL	Distance Learning
Fast Track BRT	Fast Track BRT Course (5 weeks)
FP	Force Protection
GDT	Ground Defence Training
GETC	Generic Education & Training Centre
IOTC	Initial Officer Training Course (32 weeks)
ICSC(A)	Intermediate Command and Staff Course (Air) (8 weeks)
JOD 1, 2 or 3	Junior Officer Development course (1 – one week; 2 – two weeks; 3 – one week)
JODP	Junior Officer Development Programme
Kit and Post	Kit and Post includes Course (1 week)
NCAITC	Non-Commissioned Aircrew Initial Training Course (10 weeks)
OASC	Officer and Aircrew Selection Centre
PJFT	Pre-Joining Fitness Test
PGAC	Potential Gunners Acquaintance Course (4days)
PMD(A)	Professional Military Development (Air)
PRTC	Pre-Recruit Training Course (2 days)
RAFFT	RAF Fitness Test
RAF Induction	RAF Induction Course (To be determined)
ROIT	Reserve Officer Initial Training
S-BAWC	Special Entrant and Re-Entrant - Basic Air Warfare Course (2 weeks)
SERE	Special Entrant and Re-Entrant
SODP	Senior Officer Development Programme
SRO	Serving (RN and Army) and Re-entrant Officer
TGC	Trainee Gunners Course (RAF Regiment) (23 weeks)

**Annex B to
Chapter 2 of
AP 7000**

Specialist branch engagement policy in generic PMD(A)

Branch	Terms and conditions of service (TCOS) applicable to PMD(A)	Transitional period	Steady state for entrants post 1 Oct 08	
		Generic PMD(A) engagement variations	JODP engagement	SODP engagement
Chaplaincy (includes Reserves)	<ul style="list-style-type: none"> - 6 yrs Short Service Commission - 3 yrs time served to sqn ldr - PMD(A) engagement mandatory for all new entrants from 1 Oct 08. 	<ul style="list-style-type: none"> - Entrants prior to 1 Jan 05 direct to ICSC(A) - Entrants 1 Jan 05 - 30 Jun 06 exempt JOD1 - Entrants 1 Jul 06 onwards full JODP 	JODP residential courses at 1 yearly intervals from SERE graduation.	ICSC(A) in period 4 - 6 yrs from entry
Dental	<p>TCOS JSP 527:</p> <ul style="list-style-type: none"> - Cadets - 7 yr Short Service Commission (SSC) - Direct Entrant (DE) 3-6 yrs SSC - DE prior to age 46 yrs if Career Professional Training required, 55 yrs if trained (no age limit to entry onto JODP) - Maximum 13 yrs seniority on entry (OF3 + 8 yrs) - Time Promotion (TP) to OF3 after OF2 level 1 + 5 yrs - PMD(A) engagement mandatory for all new entrants from 1 Oct 08. 	<ul style="list-style-type: none"> - Successful completion of JODP not a prerequisite for promotion to OF3 - Exemption from all requirements of JODP and SODP for DOs with entry into Service dates prior to Oct 08 (noting that this will preclude attendance on AST and, from 1 Jul 12, consideration for promotion to wg cdr). 	<ul style="list-style-type: none"> - For SSC - JOD 1, 2, 3 to be undertaken (at around yearly intervals) at OF2 (and OF3 if necessary) within 5 years of entry. - For non accredited DE – JOD 1, 2, 3 at yearly intervals (not less than 9 months) starting at OF2 or OF3 + 18/12 i.e. post vocational training. - For accredited DE with antedate of seniority i.e. at OF2 and OF3 – JOD 1, 2 and 3 at yearly intervals (not less than 9 months) & within first 5 yrs of entry. 	<ul style="list-style-type: none"> - ICSC(A) is pre-requisite for promotion to OF4 and OF5 - ICSC(A) for DE only after completion of JODP and being OF3 + at least 1 yr in rank - AST by selection at OF4 + at least 1 year in rank (noting that completion of ICSC(A) is pre-requisite for eligibility to attend AST).

Branch	Terms and conditions of service (TCOS) applicable to PMD(A)	Transitional period	Steady state for entrants post 1 Oct 08	
		Generic PMD(A) engagement variations	JODP engagement	SODP engagement
Legal	<ul style="list-style-type: none"> - 4 yrs time served to sqn ldr when on a permanent commission. - No accelerated advancement for Short Service Commission personnel. - PMD(A) engagement mandatory for all new entrants from 1 Oct 08. 	<ul style="list-style-type: none"> - Entrants pre 1 Jan 06 direct to ICSC(A) - Entrants 1 Jan 06 – 31 Dec 06 complete JOD(Legacy) - Entrants post 1 Jan 07 do full JODP - Completion of JODP not a prerequisite for acting sqn ldr. 	JODP residential courses at 1 yearly intervals from SERE graduation	ICSC(A) around 4 yrs & point of promotion
Medical	<ul style="list-style-type: none"> - PMD(A) engagement mandatory for all new entrants from 1 Oct 08. - Direct Entrant (DE) – Training mandated for all entrants with entry level appropriate to antedated seniority. <p>TCOS JSP 527</p>	<ul style="list-style-type: none"> - Successful completion of JODP not a prerequisite for promotion to OF3. - Exemption from all requirements of JODP and SODP for MOs with entry into Service dates prior to Oct 08 (noting that this will preclude attendance on AST and, from 1 Jul 12, consideration for promotion to wg cdr). 	<ul style="list-style-type: none"> - SC – JOD1, 2, 3 to be undertaken (at around yearly intervals) at OF2 (and OF3 if necessary) within 5 yrs of entry. - DE – JODP participation relevant to seniority if OF2 on entry. 	<ul style="list-style-type: none"> - ICSC(A) within first yr. - ICSC(A) completion prerequisite for promotion to OF4 and OF5 and AST attendance. - AST by selection at OF4 + at least 1 yr in rank .
Musicians	<ul style="list-style-type: none"> - Officers do full IOT and standard PMD(A) programme. - PMD(A) engagement mandatory for all new entrants from 1 Oct 08. - Standard airmen entry via RTS, therefore full PMD(A) programme. 	Legacy Commissioned WO (pre 16 Feb 09) encouraged to attend SERE BAWC.	JODP residential courses at 1 yearly intervals from SERE graduation	<ul style="list-style-type: none"> - Within first year of sqn ldr rank - Pre-requisite for promotion to wg cdr and attendance at ACSC

Branch	Terms and conditions of service (TCOS) applicable to PMD(A)	Transitional period	Steady state for entrants post 1 Oct 08	
		Generic PMD(A) engagement variations	JODP engagement	SODP engagement
Nursing (includes Reserves)	<ul style="list-style-type: none"> - Eligible for promotion to OF3, by selection with 4 yrs seniority - Successful completion of JOCC, JOD(Legacy) or JODP is pre-requisite for promotion to substantive sqn ldr 	<ul style="list-style-type: none"> - Entrants 1 Jul 06 onwards to do full JODP - JODP to be completed within 6 yrs of graduation from IOT/SERE - ICSC(A) - Mandatory for sqn ldrs holding acting rank from, or substantiated after, 1 Jul 08 to attend within first yr in rank - Substantive sqn ldrs (1 Jul 08) should attend as early as practicable 	<ul style="list-style-type: none"> - Full JODP 	<ul style="list-style-type: none"> - Within first yr of sqn ldr rank - Pre-requisite for promotion to wg cdr and attendance at ACSC

**Annex C to
Chapter 2 of
AP 7000**

Reserve forces PMD(A) participation policy

1. Reserve Force personnel will be expected to undertake PMD(A) and normally meet the same attendance and eligibility criteria as their regular counterparts. In certain circumstances, an extension in timing may be authorised by DACOS Reserves in accordance with AP 3392 Volume 7 Leaflet 404. FTRS personnel should have access to all regular courses but may also apply for Reservist specific courses.
2. Course Selection: Longest commitment for a Reservist is 5 years. Therefore contract end-date should not preclude selection for PMD(A) courses as the expectation is that a reservist will re-engage.

Airmen training courses	Course length	Attendance policy	Notes
JMLC	2 weeks - Accessible to Reservists	FTRS, ADC, PTVR mandatory within 2 years of appointment.	Promotion to substantive rank on successful completion.
IMLC (Regular course)	3 weeks	FTRS mandatory within 2 years of appointment.	Not accessible to all reservists due to cse length. ADC and PTVR may apply.
IMLC (Reserve course)	15 days continuous	ADC, PTVR mandatory within 2 years of promotion - accessible to all reservists.	Usually 1 course per year. Promotion to substantive rank on successful completion.
AMLC	2 weeks	FTRS, ADC, PTVR mandatory within 2 years of promotion - accessible to all reservists.	Promotion to substantive rank on successful completion
Warrant Officer Study Period (WOSP)	1 week	FTRS, ADC and PTVR mandatory within first year of rank.	Promotion to substantive rank on successful completion

Applications for JMLC, IMLC, AMLC and WOSP – direct through ACS, RAF Halton.

Officer training courses	Course length	Attendance policy	Notes
SERE BAWC	2 weeks	From 1 Oct 08 - To be completed within 2 years of ROIT.	Attendance by legacy cohort officers (pre-Jul 06) is desirable on a fill-up basis.
JODP	1, 2, 1 week	Mandatory for all new Reservist entrants from 1 Oct 08.	3 residential courses (with Distance Learning) delivered at around 2 yearly intervals.
JOD(Legacy)	2 weeks	Voluntary attendance for all Reservists engaged before 1 Oct 08.	Cannot gain substantive promotion to sqn ldr without completion of JOCC or JOD(Legacy).
ICSC(Air)	8 weeks	- Same policy, and equal priority for ICSC(A) places, for FTRS sqn ldrs as regular counterparts.	- <i>ICSC(A)/Res completion will be required as a pre-requisite for consideration for promotion to wg cdr from 1 Jul 12.</i>
ICSC(Air) Reserves	15 days continuous	- ADC, PTVR mandatory attendance within 2 years of appointment from Apr 10.	- New ICSC(Air) Reserves under development.
HAWC	4 weeks	Desirable for wg cdrs within first year if not AST or 8-week ICSC(A) qualified.	Senior Officer Study Period being developed within PMD(A) programme for those wg cdrs who have not attended AST or completed 8-week ICSC(A).

Applications for officer PMD(A) – through SO2 RFMC, HQ Air Cmd.

AST selection process

1. The single-Service policy governing selection for Advanced Staff Training (AST)³⁴ has been amended to remove the upper age limit. This change supports the aim of the Advanced Command and Staff Course (ACSC)³⁵ and the needs of the RAF by promoting:
 - a. The opportunity for individuals to compete on merit, experience, competence and potential without age being the limiting factor.
 - b. Improved contribution to the Course by those with greater experience, maturity and Service knowledge.
 - c. Reduced career compression for officers who join late or whose employment through the Service Need may have compromised their candidacy for selection. This will allow increased flexibility in managing individuals' careers and meeting manning requirements.
 - d. Improved retention of officers approaching an Optional Exit Point at age 44.
2. All Reporting Officers (ROs) are to ensure that officers who are now eligible and remain suitable for AST under the revised policy receive an appropriate recommendation within their OJAR 'Potential' narrative. Importantly, this requires a coherent grading for promotion for one and 2 ranks higher, together with supporting evidence of an individual's suitability for AST. Whilst this deregulation will open the field to those previously time-barred, it is essential that individuals' expectations are appropriately managed as only those with clear potential to go to Capt and above will be competitive for selection. Essentially, the AST place allocation has not been increased but the field of potential attendees has been. Accordingly, competition for the places will be intense.
3. The AST Selection Board scheduled for Jan 10 will adopt the new policy. Selections for ACSC 14, commencing in Sep 10, and the overseas advanced staff courses starting in FY 10/11 will be the first to benefit from this change, providing that ROs adhere rigidly to the OJAR reporting deadlines to allow sufficient time for the pre-boarding of the larger field of potential candidates.
4. Although the removal of the upper age limit brings the RAF largely into line with the practices of sister-Services, the details for the change have been promulgated to the ROs of wing commanders and squadron leaders, whether RN, Army, RAF or civilian, through a Defence Information Notice (2009DIN01-074) to remind them of their responsibilities when assessing suitability for AST. The RAF point of contact for AST queries is SO1 Ops Spt 95221 7073.

³⁴ Air Secretary's Personnel Staff Instructions Vol 2, Part 4, Chapter 6.

³⁵ ACSC aim: To prepare selected officers for high grade joint and single-Service appointments, up to and including the rank of Captain RN/Colonel/Group Captain, by developing their command, analytical and communication skills and by providing broad understanding and knowledge of joint, single Service and combined operations, the management of Defence in the UK and the wider aspects of Defence as a whole.

**Annex E to
Chapter 2 of
AP 7000**

External accreditation of RAF generic PMD(A) courses

1. Accreditation for completion of RAF generic PMD(A) courses is available from a variety of institutions. The RAF has agreed with certain Awarding Bodies and Higher Education Institutions that the accreditation levels shown in the Table below can be offered on successful completion of each course. Where funding allows, contracts have been let to fully fund the award of qualifications but accreditation has also been agreed to allow individuals to elect to purchase qualifications. Further details on the latest accreditation can be obtained from the respective training units:

Course	Funded		Comments	Elective
JMLC	Chartered Management Institute (CMI) Team Leading Level 2 Diploma ³⁶ and Management and Leadership Level 3 Certificate		Dual qualification.	
IMLC	CMI Management and Leadership Level 4 Certificate and Level 5 Award		Dual qualification.	
AMLC	CMI Management and Leadership Level 4 Diploma and Level 5 Certificate		Dual qualification.	
WOSP and JSWOC	120 Masters Level points.		Towards the Portsmouth University Masters Degree in Leadership and Management – study for the remaining 60 points is required. Requires min 2 yrs in rank.	
Initial Officer Training	CMI Management and Leadership Level 5 Diploma	Open University 120 Level 1 Credit Accumulation Transfer (CAT) points	Level 1 CAT points equate to the whole of the first year of an Honours Degree.	
SERE	CMI Management and Leadership Level 5 Certificate			
ROIT	CMI Management and Leadership Level 5 Certificate			
JODP	OU CAT Points TBN			TBN
ICSC(A)	OU 10 Level 2 and 10 Level 3 CAT Points. To be reviewed Sep 09.	120 Masters Level points.	Masters Level points towards the Portsmouth University Masters Degree in Leadership and Management – study for the remaining 60 points is required. Requires min 2 yrs in rank.	CMI Management and Leadership Level 7 Diploma

³⁶ The Qualifications and Credit Framework (QCF) describes qualifications at 8 levels according to difficulty, with Level 1 equivalent to GCSE Grades D-G and Level 8 equivalent to a Doctorate, and the volume of learning at each level from Award (recognising up to 120 learning hours), Certificate (121 to 360 hours) to Diploma (361+ hrs).

2. **Legacy courses.** Accreditation schemes exist for previous versions of current courses and for courses that no longer exist. Details of such schemes are available from Training Units or from 22 (Trg) Gp, SO2 Accreditation.

3. **Additional accreditation schemes.** Additional schemes of accreditation are available, and others are being developed, that recognise through-life work-based learning in addition to the recognition of formal training. For example, the RAF Degree Consortium will give various levels of accreditation towards Foundation Degrees and Bachelor Degrees (currently in Leadership and Management) according to rank, qualifications and experience. Further information is available from unit Personal Learning Advisors in the first instance.

4. **Accreditation of JSWOC.** The JSWOC gains accreditation through Somerset College. The Somerset College assessment of Accreditation of Prior Learning (APL) of WO & MAcr has been accepted by EDXEL for a Level 7 Award in Advanced Professional Management Studies, providing an additional 4 hours study is completed. JSWOC attendees are encouraged to complete the Certificate and Diploma modules over the remainder of the year to make best use of their ELC allowance. Award of the Level 7 Diploma in Advanced Professional Management Studies by Somerset College will gain the student access to the final dissertation year on either the MSc programme at Portsmouth University or the MBA programme at Plymouth University.

5. **E-portfolio.** The LMS lodged within the DLP and PMD(A) CMS will permit all users to generate an electronic record of evidence of their learning that will, in time, be usable to support bids for academic or vocational qualifications.

Chapter 3:

Airmen PMD(A) courses – engagement and application procedures

1. The policy concerning all PMD(A) engagement has been covered in [Chapter 2](#) of this Air Publication. The following Chapter outlines the procedures to be followed by airmen when applying for attendance on specific courses and the actions necessary when seeking a variance from the PMD(A) programme.

2. **Course loading.** Generic PMD(A) residential course loading:
 - a. **JMLC, IMLC and AMLC.** Following the ratification of the various trade promotion boards, the relevant Manning Career Manager (CM) will inform individuals of their selection for advancement in rank through the JPA Assignment Notification and inform the Airmen's Command Sqn (ACS) Course Loading Cell of those personnel granted acting rank. After consultation with the CM, ACS staffs allocate places while trying to achieve a cross-section of trades on each of the courses and will notify the individual of the nomination through JPA. In addition, notification letters detailing the required pre-course preparation will be forwarded to unit Chief Clerks 14 weeks before the course is due to commence. Acknowledgement slips, sent with the notification letters, are to be returned to ACS Course Manning no later than 14 days after receipt, having been completed by the individual, their line manager and the Chief Clerk.

 - b. **NCA CMT 1 and 2.** NCA sgts and FS with 4 years seniority in rank with a positive promotion recommendation endorsed by their flt cdr, may nominate themselves for CMT 1 & 2, as applicable. Applications are made to OC ACS, RAF Halton using the form at [Annex A](#) whereupon Course Loading Cell staff will allocate a training place.

 - c. **WOSP.** The relevant Manning Desk Officer informs the individual of their selection for advancement through the JPA Assignment Notification and notifies the ACS Course Loading Cell of those personnel selected for promotion. ACS staffs then allocate personnel to a course and notify the individual of the nomination. Completion of the WOSP is to be achieved within the first year in rank (from Apr 10 completion of the WOSP is a prerequisite for substantive promotion to warrant officer).

 - d. **Short-notice JMLC, IMLC, AMLC and WOSP applications.** Late applications for JMLC, IMLC, AMLC or the WOSP may only be accepted if there is sufficient time to complete the Distance Learning requirements of the course and the individual meets the medical fitness standards to attend the course.

 - e. **JSWOC.** WO and MAcr posted to a joint appointment attend the JSWOC as part of PET in accordance with direction from Manning staffs³⁷. Personnel seeking attendance on the JSWOC for continuing personal development as part of the WODP should contact the JSWOC staff directly (Admin 96161 8854, WO ext 8745, SO2 Air ext 8865) having first secured agreement from their chain of command that they may attend.

3. **Joining instructions.** A consolidated list of students selected for each course will be sent to the parent unit of all applicants and constitutes the authority for movement. To ensure

³⁷ From 1 Jan 11 completion of the WOSP will be a pre-requisite for attendance on the JSWOC.

maximum take-up of available places the list may also include personnel selected as reserves to be called forward in the event that withdrawals occur. Joining instructions will be sent directly to individual personnel (wherever possible electronically) approximately 6 weeks before the Course start date. Joining Instructions for each of the ACS courses can be accessed through the RAF Halton intranet site which also gives access to the contact details of ACS staff, the course programme and reference material.

4. **Course withdrawal after place allocation.** Such is the AFBSC's determination to ensure that generic PMD(A) is undertaken at the time most beneficial to the development of the individual that strict procedures on bids for variation to course attendance have been prepared. If a unit, or the individual, wishes to withdraw from a course on Service or compassionate grounds after a place has been allocated, the applicant's supervising officer is to present the case to appropriate staffs for approval, as follows:

a. **JMLC, IMLC, AMLC and WOSP.** The individual's 2RO (or commander of minimum rank of sqn ldr/Grade C2) is to forward the completed Form at [Annex B](#) to this Annex, which is to include available future dates for attendance, through the unit Chief Clerk to ACOS Manning STANEVAL for consideration. Where withdrawal is approved, OC ACS will allocate a place on the next most suitable course, having taken account of the individual's availability, and will notify the relevant Manning CM and inform the individual of the re-booking via JPA³⁸. Where the rationale for withdrawal is not supported, for example through repeated deferral bids, or where there may be potential career implications, the case will be forwarded to DACOS Manning Ops Support for consideration or for administrative action to be initiated.

b. **NCA CMT 1 and 2.** NCA who either voluntarily withdraw from (by using the form at [Annex C](#)) or refuse to attend a CMT course without acceptable reason will be regarded as having refused promotion and the provisions of AP 3376 Vol 1 Part 2 Chapter 6 will apply³⁹; ACS staff will complete Form 6009 (Withdrawal from Training Form).

c. **JSWOC.** The individual's 2 RO is to forward the completed form at [Annex D](#) to this Annex either to Manning if the individual has been nominated for PET by them, or direct to the JSWOC staff if the individual was self-nominated for personal development as part of the WODP.

5. **Course deferral.** While engagement in generic PMD(A) courses have been set at optimal timings for the development of the individual, operational and personal circumstances may necessitate the deferral of course attendance.

a. **Ground trade NCO, WO and MAcr.** Personnel seeking to defer course attendance beyond 1 year in acting rank are required to submit their case using the form at [Annex B](#). Personnel who have reached 10 months in acting rank and who have not been allocated a course place are to contact their CM to secure a Manning priority allocation.

b. **NCA CMT.** NCA who have not completed CMT by the time of their selection for promotion to FS or to MAcr, will be allocated a course by Manning staff. Should it not be possible for Service reasons to allocate training vacancies before the due date for

³⁸ Wherever possible, Manning CM and/or OC ACS will fill the lost training place with a short-notice replacement.

³⁹ See also Career implications paragraph 3c, Chapter 2.

promotion, the NCA will be granted normal paid acting rank from the due date, with seniority re-instated retrospectively upon passing the CMT course. Those who do not meet the required standard at the end of the course will be given the opportunity to retake the course within 12 months. Failure to retake the course within the time (effectively an agreed deferral) or failure to attain the required standard at the second attempt will result in the removal of the individuals name from the promotion field; attendance at JMLC or IMLC is not an acceptable alternative.

Annexes:

- A. [Application form for NCA CMT 1 and 2](#)
- B. [Application to defer attendance on, or withdraw from, JMLC, IMLC, AMLC or WOSP](#)
- C. [Application to defer attendance on, or withdraw from, NCA CMT](#)
- D. [Application to defer attendance on, or withdraw from, JSWOC](#)

**Annex A to
Chapter 3 of
AP 7000**

Application form for NCA CMT 1 and 2

Rank/Seniority	Service number	First names	Surname
Year of birth	Specialisation	Appointment	Parent unit
First choice course no:	From:	To:	
Second choice course no:	From:	To:	
Third choice course no:	From:	To:	
Applicant's supporting comments – including details of previous applications:			
Applicant's Signature		Date	Contact no and email
Supporting comments by supervising officer (eg sqn cdr):			
Supervisory Officer's Signature, rank and name		Appointment	Date
		Contact no and email	
For use by ACS Allocated course / no: <input type="text"/>			
Send applications direct to ACS Course Manning, RAF Halton, AYLESBURY, Bucks HP22 5PG. Electronic applications are acceptable but must be supported by an audit trail that clearly shows support from the applicant's command chain.			

**Annex C to
Chapter 3 of
AP 7000**

Application to defer attendance on, or withdraw from, NCA CMT

Name	Rank	Service No.	Seniority	Post
Rationale by subject for request to defer/withdraw attendance on CMT 1 / 2:				
Name	Rank	Post	Contact Details	
Endorsement by Commander (minimum sqn ldr) to defer/withdraw attendance on CMT 1/2:				
Name	Rank	Post	Contact Details	
Manning Comments/Action (SO2 RFMC for Reservists, Op Sponsor for RAuxAF):				
Name	Rank	Post	Contact Details	
ACS Action:				
Name	Rank	Post	Contact Details	

**Annex D to
Chapter 3 of
AP 7000**

Application to defer attendance on, or withdraw from, JSWOC

Name	Rank	Service No.	Unit

Rationale by subject for request to defer/withdraw attendance on JSWOC:

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Name	Rank	Post	Contact Details

Commander's Endorsement (minimum SO2) to defer/withdraw attendance on JSWOC:

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Name	Rank	Post	Contact Details

Manning Comments/Action where JSWOC required as PET:

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Name	Rank	Post	Contact Details

JSWOC Action (including reallocation of a course place):

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Name	Rank	Post	Contact Details

Chapter 4:

Officer PMD(A) courses – engagement and application procedures

1. The policy concerning all PMD(A) engagement has been covered in [Chapter 2](#) of this Air Publication, of particular note is that officers are personally responsible for initiating their application for course attendance, although Manning staffs will also be involved at key points. The following Chapter outlines the procedures to be followed by officers when applying for attendance on specific courses and the actions necessary when seeking a variance from the PMD(A) programme.

2. **Course loading procedures.** PMD(A) residential course loading for officers is undertaken by AWC staff at Cranwell for the Specialist Entrant & Re-Entrant (SERE) Basic Air Warfare Course (BAWC) SBAWC (and Reserve Officer Initial Training (ROIT)) and Higher Air Warfare Course (HAWC), and by RAFD staff at Shrivenham for JODP, JOD (Legacy) and ICSC(A) courses. A small number of places on each of the RAFD course will be reserved for Manning or Reservist nominations; if these places are not taken up, they will be made available for general allocation:

a. **SBAWC.** SERE personnel and Reservist officers who were commissioned before the introduction of the SBAWC in 2006 may apply to attend the 2 week course at any time. The application form to attend the AWC Cranwell delivered course is at [Annex A](#).

b. **JO courses.** The RAFD, Shrivenham, currently run JODP courses for new cohort personnel (IOT graduates from Jul 06 onwards) and JOD(Legacy) courses for those commissioned before Jul 06. The following procedures are common to both cohorts but differences do occur as indicated at the sub-paragraphs. Course places will normally be available to eligible officers on a first-come, first-served basis. All JO course applicants must confirm their availability with their line management or Phase 2 Directing Staff **prior** to booking a course⁴⁰. Course dates are published annually by DIN and on <http://www.da.mod.uk/colleges/jscsc/courses> To book a place, individuals contact the RAFD course administrators with their first choice and having 2 alternative course preferences available. The RAFD course administrator contact numbers are military: 96161 8204 or 8244; commercial: +44 (0) 1793 788 204 or 788 244. Following a check of course eligibility and availability, registration will be confirmed at the time of application. JO will normally be allocated to a course of their choice. However, course places will be allocated to ensure a representative mix of branches. If a first-choice course is not available, an alternative course will be agreed. Following this telephone contact, the RAFD will send email confirmation to applicants and line managers.

(1) **JODP.** The window for attendance on each part of the JODP is between 18 and 30 months from the last generic PMD(A) course, including IOT⁴¹.

⁴⁰ Officers in flying training will routinely be allocated a JOD1 place as part of their course programme. Late nomination places will be made available for trainee aircrew in the event that operating constraints (for example weather or ac serviceability issues) impede course/phase completion. Direct, and early, liaison between RAFD and the FTE will be required to activate priority applications.

⁴¹ Variations in timing for Reservists and specialist branches apply.

(2) **JOD(L)**. Legacy cohort JO who have not completed ISSC will be required to submit a Tutor Evaluated Written Exercise (TEWE). Officers needing to complete the TEWE can apply direct to RAFD, JSCSC at any time.

c. **Short-notice JODP or JOD(L) applications**. Late applications for JODP or JOD(L) courses may only be accepted if there is sufficient time to complete the DL requirements of the course.

d. **ICSC(A)**. New cohort sqn ldrs, when notified by Manning Desk Officers of their selection for acting rank, will wherever possible be allocated a course place to help ensure that the mandatory training is completed within the first year in rank. Officers who self-nominate (rather than receive a Desk officer nomination) should identify 3 courses, in order of preference at least 16 weeks prior to the start of the first course. Course dates are published annually in advance by DIN and through the ICSC(A) web page: <http://www.da.mod.uk/colleges/jscsc/Courses/RAFJD/Courses/icsc>. The ICSC(A) application form is at **Annex B**. It is imperative that an applicant's availability on the desired dates is cleared by their chain of command as **the process for course withdrawal after a place has been allocated will require AOC or 2* endorsement**. Once the form is signed, with supporting comments if appropriate, the completed application should be forwarded directly to the Admin Office, RAF Division, JSCSC Shrivenham. Applications will also be accepted from substantive flt lts who appear on the promotion selection list issued by Manning staff. The boarding process for each ICSC(A) conducted by RAFD staff will attempt to produce a balance between branches, experience and expertise. 15 weeks before the start of each course the list of applications will be forwarded to ACOS Manning staff for assessment. The final course list takes account of inputs from Career Managers and any supporting comments from the application form. Places for the ICSC(A) will normally be allocated in accordance with the following priorities (although this may be varied in the interests of the Service or to meet the career needs of individuals as directed by ACOS Manning):

(1) **Priority 1** – New cohort officers (including flt lts identified by Manning staff as being on the promotion selection list).

(2) **Priority 2** – Mid-cohort officers with seniority 1 Jan 07 and 1 Jul 08 inclusive.

(3) **Priority 3** – Legacy cohort officers with seniority pre-dating 1 Jan 07.

e. **Short-notice ICSC(A) applications**. Short notice nominations by Career Managers or personal applications may be made within 10 weeks of the course start. However, the supporting case for short notice attendance must reflect the needs of the Service and be strongly supported by the chain of command. Allocation of a place will also be dependent on there being sufficient time to complete the DL requirements of the course.

f. **HAWC**. Non-AST and non-8 week ICSC(A) qualified wg cdrs are personally responsible for initiating their application for the HAWC with the AWC, Cranwell. Sqn ldrs with seniority of 1 Jul 02, or before, may attend the HAWC and gain Accreditation of Prior Learning (APL) that will qualify them to be viewed by wg cdr promotion boards after 1 Jul 12, without having attended ICSC(A). The HAWC application form is at **Annex A**. Places on the HAWC will be allocated in accordance with the following priorities:

- (1) **Priority 1** – Non-AST qualified wg cdrs within the first year of rank.
- (2) **Priority 2** – Non-AST qualified wg cdrs with seniority beyond 1 year.
- (3) **Priority 3** – Non-ICSC(A) qualified legacy cohort sqn ldrs.
- (4) **Priority 4** – 4 week ICSC(A) qualified sqn ldrs.

3. **Joining instructions (JI).** ICSC(A) JI are available online at <http://www.da.mod.uk/colleges/jscsc/Courses/RAFJD/Courses>. JI for JODP courses are held on the online PMD(A) CMS at <http://pmd-air.cms.dlp.mod.uk>. A list of selected students will be sent to the students' parent units about 10 weeks before a course starts; this list constitutes the authority for movement. JI for AWC Cranwell courses will be sent directly to the individuals.

4. **Course withdrawal after place allocation.** Such is the AFBSC's determination to ensure that generic PMD(A) is undertaken at the time most beneficial to the development of the individual that strict procedures on bids for variation to course attendance have been prepared. If a unit, or the individual, wishes to withdraw from a course on Service or compassionate grounds after a place has been allocated, the applicant's supervising officer is to present the case to appropriate staffs for approval, as follows:

a. **JODP and JOD(L).** The individual's supervising officer must immediately inform SO1 JODP by telephone or e-mail. This notification must be followed by written support, using the form at [Annex C](#), clearly showing that the station commander (or equivalent) supports the withdrawal. Where withdrawal is merited, SO1 JODP will allocate a place on the next most suitable course, having taken account of the individual's availability, and will notify the relevant Manning Desk Officer and the individual of the re-booking. Where the rationale for withdrawal is not supported, for example through repeated deferral bids, or where there may be career implications, the case will be forwarded to DACOS Manning Ops Support for consideration or administrative action.

b. **ICSC(A).** Due to the length of the course, its importance as PET and competition for places, bids to withdraw from attending an ICSC(A) after an allocation has been made require endorsement by the individual's 2* commander on a case-by-case basis. On completion of the Form at [Annex D](#) the relevant Manning Desk Officer will nominate the individual to the next most appropriate course having taken account of future availability to attend; this may be later in, or on completion of, the tour. The Desk Officer nomination takes precedence over any other course place allocation.⁴²

c. **SBAWC and HAWC.** Following confirmation of an allocated place, students wishing to withdraw from the SBAWC⁴³ or HAWC should state their reasons in writing to OC AWC Cranwell. Alternate dates for future attendance should be included in the notification.

⁴² SO1 ICSC(A), will seek to nominate a replacement from the consolidated reserve list for anyone withdrawn, providing sufficient time exists to complete the necessary distance learning.

⁴³ Except for those on SERE as completion of the SBAWC is linked to officer graduation. SERE SBAWC withdrawals (or failures) will be reported by AWC staff on F6009.

5. **Course deferral.** While engagement in generic PMD(A) courses have been set at optimal timings for the development of the individual, operational and personal circumstances may necessitate the deferral of course attendance.

a. **JODP.** The attendance window for each element of the JODP is 18 to 30 months from the previous element of the JODP (including IOT) which should provide sufficient flexibility to permit personnel and their supervising officers to plan attendance. Only robust cases submitted on the Form at [Annex C](#) may attract a deferral. The maximum deferral for any element of JODP is an additional 6 months - that is up to a maximum of 36 months from the previous JODP residential element.

b. **ICSC(A).** Dispensation to defer attendance on ICSC(A) beyond the first year in rank may, in exceptional circumstances and as a transitional measure, be given. Those considered unable to complete ICSC(A) by the end of their first 12 months in rank must, however, have the reasons for non-attendance approved by the relevant AOC/2*. Bids to defer attendance are to be made on the form at [Annex D](#) to this Annex. Should the deferral bid be approved then the individual's Desk Officer will, after consultation with the individual concerned, allocate a course place and inform RAF Division staff of the future nomination.

c. **Reserve forces course withdrawals.** Notwithstanding the outside influences that affect Reservists, any bid to withdraw from a course once a place has been allocated must be submitted using the appropriate form from [Annexe C](#) and [Annex D](#) to SO2 RFMC, Air Cmd for action.

Annexes:

- A. [Application form for SBAWC and HAWC](#)
- B. [Application form for ICSC\(A\)](#)
- C. [Application to defer attendance on, or withdraw from, JOD 1, 2, 3 or JOD\(L\)](#)
- D. [Application to defer attendance on, or withdraw from, ICSC\(A\)](#)



RESTRICTED-STAFF
(When Completed)

Air Warfare Centre, RAF Cranwell

AWC Cranwell course application form
(Please print in block capitals)

Service	Branch/Regt/Trade		Service Number
Rank	Initials	First Name	Surname
Nationality		Unit (Sqn)/Post/Appointment	
Current Address (include postcode/BFPO)		Telephone/Fax Contact Number	
		Tel:	
		Fax:	
		Current UK Defence E-Mail address	
Do you require Service Accommodation at RAF Cranwell whilst on the Course?		(Civil E-Mail address if no access to Defence E-Mail address)	
Yes No <i>(Delete as required)</i>			
Course Title and Number applying for:		Course Dates and Second Choice Course Dates	
		1.	
		2.	
For Officer Commanding/Immediate Superior/Line Manager- Confirmation of availability ⁴⁴		Signature:	
		Rank:	
		Name:	

RESTRICTED-STAFF
(When completed)

⁴⁴ Please sign if you believe there is a reasonable expectation, based on current information, of the applicant being able to attend their first choice course dates.

RESTRICTED-STAFF
(When completed)

Brief Service CV (Last 3 tours including Operational Deployments and approx dates)		
Location	Appointment/Post	Dates
Reason for requesting Course (eg: Pre-Employment Training/Pre QWI/Personal Development)		
Course Specific Information		
HAWC Only	Name as it appears in your Passport	
All EW Courses /QMETI/CQWIGS/ JAWEC	Ac type or broad employment type (eg: Typhoon, Eng FJ, Tac ATC etc)	
JTC/TAC/JAWEC/All EW Courses	Next Appointment and date in post and/or augmentee status	
HAWC/ABSC/JTC/TAC/AEWC	Can you access this Intranet Site from work? http://awc.cranwell.raf.r.mil.uk/live/default.htm	Yes No <i>(Delete as required)</i>

Please send completed form to: Mrs Linda Broughton

Tel commercial: +44 (0) 1400 266410 Tel military: (9)5751 Ext 6410
 Post: AWC Course Coord, RAF Cranwell, Sleaford, Lincs, NG 34 8HB
 Email (military): CRN AWC-Trg Cse Coord
 Facsimile (insecure):
 Commercial: +44 (0)400 262056 Military: (9)5751 ext 6614
 Signal address: AIRWARCEN RAF CRANWELL SIC: JAB

RESTRICTED-STAFF
(When completed)

**Annex B to
Chapter 4 of
AP 7000**

Application form for ICSC(A)

Substantive Rank and Seniority	Acting Rank with Date of Appointment	First names	Surname
Service number	Year of birth	Type of commission PC / SSC / Reserve	Branch
Appointment	Parent unit	Forecast posting: Unit: Date:	Exit date
CST symbols awarded (qss/qcc, JODP):	Force Development Sqn informed:	Service Address	
Course Availability: Note this is not an order of preference.			
Course no	From:	To:	
Course no	From:	To:	
Course no	From:	To:	
Applicant's supporting comments. This space need only be used if there are important factors that affect the timing of your ability to attend ICSC(A) (for example forthcoming prolonged overseas deployment which will limit the opportunity to attend ICSC(A) within the prescribed timeframe):			
Applicant's Signature		Date	Contact no and email
Supporting comments by supervising officer. This space need only be used to inform the course selection panel of special circumstances affecting the application.			
I support the choices of ICSC(A) courses selected by the applicant.	Appointment		Date
	Contact no and email		
Supervisory Officer's Signature, rank and name			
Send applications direct to Admin Office at RAFD, JSCSC, Defence Academy, Shrivenham, SWINDON SN6 8TS. Electronic applications are acceptable but must be supported by an audit trail that clearly shows support from the applicant's command chain. Reservist personnel should send applications to SO2 RFMC, Reserves Branch, Gladiator Block, Air Cmd, RAF High Wycombe HP14 4UE.			

**Annex C to
Chapter 4 of
AP 7000**

Application to defer attendance on, or withdraw from, JOD 1, 2, 3 or JOD(L)

Name	Rank	Service No.	Seniority	Post
Rationale by 1RO for request to defer/withdraw attendance of the named JO:				
Name	Rank	Post (1RO)	Contact Details	
Endorsement by 2RO to the request to defer/withdraw attendance:				
Name	Rank	Post (2RO)	Contact Details	
Manning Comments/Action (SO2 RFMC for Reservists, Op Sponsor for RAuxAF):				
Name	Rank	Post	Contact Details	
RAFD Action (including reallocation of a course place):				
Name	Rank	Post	Contact Details	

**Annex D to
Chapter 4 of
AP 7000**

Application to defer attendance on, or withdraw from ICSC(A)

Name	Rank	Service No.	Seniority	Post
Rationale by 1RO for request to defer attendance of the named sqn ldr:				
Name	Rank	Post (1RO)	Contact Details	
Endorsement by 2RO to the request to defer attendance:				
Name	Rank	Post (2RO)	Contact Details	
AOC/2*'s Comments:				
Name	Rank	Post	Contact Details	
Manning Action (SO2 RFMC for Reservists, Op Sponsor for RAuxAF):				
Name	Rank	Post	Contact Details	

Chapter 5:

Generic PMD(A) governance, contributing staff roles and responsibilities

1. RAF education and training is provided so that personnel have the ability to undertake their operational or support tasks competently. To be effective and efficient, appropriate development opportunities need to be delivered at the right point in a service person's career. To ensure this happens in a co-ordinated manner, AOC 22 (Trg) Gp has been nominated by the Air Command Board to be the Senior Responsible Officer (SRO) for generic training and is thus the Training Requirements Authority (TRA)⁴⁵. Within the wider context of military development, the TRA responds to tri-Service policy issued by the Training Education Skills and Resettlement (TESR)⁴⁶ and follows the principles of the Defence Systems Approach to Training (DSAT)⁴⁷.
2. The governance and management tasks relating to RAF generic PMD(A) in Phase 1 (initial officer or airman training), Phase 2 (initial specialist training) and Phase 3 (command, management, staff and leadership training) and supporting workplace FD activities is vested in a single body, the Generic Education & Training Centre (GETC), RAF Cranwell, whose staff act as the TRA's agents on behalf of AOC 22 (Trg) Gp. GETC staff do, however, also respond to policy amplification and direction articulated in a variety of Air Publications⁴⁸ and specialist advice from other 22 (Trg) Gp staffs.
3. The range and volume of material encompassed by generic PMD(A) is immense and is drawn from a variety of sources. For some topics, legislation dictates the material to be taught and its timing. In other subject areas MoD and lead Service staffs have generated policies with clear direction on the duration, frequency and standards to be achieved. In other areas loosely defined General Service Knowledge, culture and ethos is generated through the accumulation of experiences, collective and individual development opportunities with minimal governance. Amalgamation of all inputs is controlled by the GETC. Due to career development implications, Manning staff, led by DACOS Manning Ops Spt, provide additional advice and guidance on the governance of generic PMD(A) policy. The roles and responsibilities of the GETC staff are at [Annex A](#) while details of staff contacts and GETC outputs can also be found on the RLI at <http://www.cranwell.raf.r.mil.uk/live/GETC>. The roles and responsibilities of supporting staffs include Manning, Trade and Branch Sponsors and Reserves staffs are at [Annex B](#).
4. The various requirements for generic PMD(A) are received from key stakeholders and analysed by GETC staff to identify the optimum timing and method of delivery. The outcomes are then reflected in a single document, the Generic Education & Training Requirement (GETR), for use by education and training deliverers and resource managers. Under DSAT, Customer Executive Boards (CEB) are instituted to ensure the continued focus of effort and relevance of GETR content is being delivered by the training providers. The roles and responsibilities of the training providers of the Formal Training Establishments, Force Development (FD) Sqns and external providers are at [Annex C](#).

Annexes:

- A. [Roles and responsibilities of the GETC as TRA agents.](#)
- B. [Roles and responsibilities of supporting staffs \(including manning, trade and branch sponsors\).](#)
- C. [Roles and responsibilities of training providers \(including formal training establishments, FD sqns and external providers\).](#)

⁴⁵ Often erroneously referred to as the training sponsor.

⁴⁶ Previously Director General Training & Education (DGT&E).

⁴⁷ JSP 822 refers.

⁴⁸ The Management of Formal Training AP 3379, leaflet 201.

**Annex A to
Chapter 5 of
AP 7000**

Roles and responsibilities of GETC as TRA agents

Ser	Roles	Responsibilities
(a)	(b)	(c)
1	Perform the duties of the 22 (Trg) Gp generic Training Requirements Authority (TRA) for RAF Phase 1 training, along with the generic content of Phases 2 and 3 training and Force Development (FD), in order to develop the essential non-specialist knowledge, skills and attitudes needed to equip RAF personnel to become effective war fighters and advocates of air power.	<p>Set a coherent development curriculum from aircraftsman to wg cdr through the creation and management of the Generic Education & Training Requirement (GETR) that will also be the measure upon which the training delivery will be evaluated. Set input & output standards and the training requirements for generic training; link where possible to National Occupational Standards and other government competency standards.</p> <p>In concert with Manning staffs, lead on the formation and maintenance of Professional Military Development (Air) (PMD(A)) engagement policy for regular and reservist personnel as published in AP 7000 and ensure its alignment with other RAF and Defence policies.</p> <p>Identify, manage and reflect new generic training policies in the GETR.</p> <p>Identify and allocate the optimum methods and media of the delivery vehicle along with the timing and depth required for each development opportunity.</p> <p>Ensure appropriate resourcing to meet the requirements of PMD(A).</p> <p>Ensure that the specific requirements of the RAF Leadership Strategy, Air Warfare Training Strategy and FD Strategy are reflected in the GETR.</p> <p>Ensure compliance with DSAT standards, MOD policy and TESR protocols.</p> <p>Set the look and feel of blended learning techniques.</p> <p>Set and maintain the assessment strategy and policy for PMD(A).</p> <p>Provide governance over the supporting contracts of organisations engaged in the delivery of generic education and training to RAF students in Phases 1 and 3 (notably KCL Cranwell & Halton).</p> <p>Ensure that a robust management structure is in place to govern the diverse delivery range of generic education and training.</p> <p>Engage in active liaison with all stakeholders, including Subject Matter Experts (SME), branch and trade sponsors and delivery staffs to ensure generic development requirements are reflected in generic and specialist courses and training opportunities as necessary.</p> <p>Ensure maintenance of GETC SME across all generic education domains to identify emerging educational trends and ensure that the GETR reflects current doctrine and promotes best practice through active liaison with other policy makers, educational bodies, academic research and learning conference attendance.</p> <p>Develop and maintain Service Level Agreements (SLA) with training deliverers including JSCSC and AWC Cranwell. Conduct and support training governance through the Customer Executive Board (CEB) process. Process to include an annual assessment of content delivered to ensure relevance of output and achievement of development uplift.</p> <p>Review the GETR in response to lessons identified and adjust as necessary.</p>

Ser	Roles	Responsibilities
(a)	(b)	(c)
		<p>Maintain effective communication of the continuing generic development requirement and publicise amendments as soon as practicable.</p> <p>Coordinate GETR register development, maintenance and currency. (Routine GETR refresh to occur 6 monthly).</p> <p>Initiate audit and evaluation of training delivery to monitor outputs to ensure effective generic development</p> <p>Provide advice and assistance on training design and practices to delivery staffs in Phases 1, 2 and 3, including FD staffs.</p> <p>Provide education & training guidance to non-RAF development organisations.</p> <p>Set and maintain standardisation in training the trainer to ensure commonality across generic deliverers and the adoption of best practice. Provide advice on generic instructor/trainer issues.</p> <p>Provide education & training guidance to non-RAF development organisations.</p>
2	Act as the RAF focal point for the development of Command, Leadership and Management (CLM) training.	<p>Manage RAF Leadership development and publicise through AP 7001.</p> <p>Analyse RAF CLM requirements for placement in the GETR.</p> <p>Align RAF leadership policy with the RAF Development Plan.</p> <p>Organise, manage and run a biennial RAF Leadership Conference on behalf of CAS.</p> <p>Provide and project leadership SME advice, guidance and direction as necessary.</p> <p>Manage and administer the RAF's advanced leadership activities:</p> <ul style="list-style-type: none"> - Leadership Masters' distance learning Programme (MA for 4 RAF personnel every year). - USAF Senior Leadership Programme for gp capt and WO - Prince's Trust Challenge Cymru - Windsor Leadership Trust for wg cdrs <p>Manage, administer and develop further the RAF Leadership Mentoring Scheme that provides all RAF personnel access to a mentor outside of their chain of command.</p> <p>Provide advice on the means of delivering training to develop the RAF Leadership Attributes and ensure the means exists to enhance an individual's abilities.</p> <p>Conduct research into the utilization of emerging concepts such as psychometric testing, ambiguity and emotional intelligence within the RAF. Includes psychometric training policy.</p> <p>Editorial responsibility for AP1. Communicate to all RAF personnel the importance of the contribution that RAF Ethos, Core Values & Standards, and Heritage make to the Moral Component of Fighting Power.</p>
3	Act as the RAF focal point for the development of generic Air Power education and Air Warfare training.	<p>Analyse RAF Air Power (education) and Air Warfare (application/skills training) requirements for placement in the GETR.</p> <p>Provide and project Air Power/Air Warfare SME advice, guidance and direction as necessary.</p> <p>Introduce a Station Air Warfare Organisation to promote Air Power knowledge and Air Warfare skills.</p> <p>Implementation and maintenance of AP/AW blended learning and oversight of internally produced material. Manage the commercial production of current and future AP/AW blended learning.</p>
4	Act as the RAF focal point for the development of General Service	<p>Analyse RAF GST and FD requirements for placement in the GETR, to include command management and staff skills, RAF ethos & heritage, deployed ops training and common military skills domains.</p>

Ser	Roles	Responsibilities
(a)	(b)	(c)
	Training (GST) and generic Force Development (FDS, FDTC & FDTs) activities.	Provide and project GST and FD SME advice, guidance and direction as necessary. Formulate and implement staff assistance visit programme for FD community.
5	Act as the RAF focal point for Staff Rides.	Provide governance to, and set the policy for, RAF Staff Ride activities. Authorise RAF Staff Rides, or provide advice, and act as arbiter of the 'value added' to Staff Ride bids by agreeing (or recommending alternate) leadership and air power objectives. Maintain a database of best practice that includes approved sites that meet development criteria and those where difficulties (cultural or logistical) have occurred.
6	Act as the PMD(A) Course Management Service (CMS) owner.	Provision and maintain an electronic, interactive PMD(A) website, as a sub-set of the Defence Learning Portal (DLP) (and in accordance with their data management, protection measures and security protocols), that provides a learning platform with an engagement recording facility. Provide top level administration of the PMD(A) site. Authorise sub-user accounts and local administration rights to permit course loading, on-line tutoring and visitor overview. Provide advice on technical solutions to learning package development. Manage the self authoring production and maintenance of e-learning material for the PMD(A) site and DLP as necessary. Ensure the provision of efficient and effective technical support to the PMD(A) CMS. Remain informed of latest and emerging technologies and trends used to create and support the development and operation of e-learning material. Provide a searchable database to display GETR competences for individuals, rank groupings and course profiles. Maintain the GETC and PMD(A) websites. Create a community of practice for training deliverers and support organisations. Maintain close liaison with the Defence Individual Training Management (DITM) staff to ensure compatibility of PMD(A) with the DITM deliverable.
7	Continued implementation of AFBSC ROAD recommendations ⁴⁹ .	Complete the transition tasks relating to the demise of the ROAD IPT ⁵⁰ and assume responsibility for all future implementation of extant ROAD recommendations.

A Service Level Agreement (SLA) is held between 22 (Trg) Gp and the Joint Services Command and Staff College (JSCSC) which details the customer and supplier relationship, records the responsibilities of both parties and formalises the outputs and services provided by the JSCSC, through RAFD, on behalf of the Central TLB. The output is the provision of the agreed number of trained RAF personnel in accordance with the Statement of Trained Requirement (SOTR) produced by AOC 22 (Trg) Gp, at the standards defined in the agreed Formal Training Statement (FTS) for military training provided by the JSCSC. An outline of the customer responsibilities in the SLA (JSCSC/1750/3/RAF dated Jun 08) are as follows:

⁴⁹ 10070416-ROAD Final Report.

⁵⁰ 20090707-Handover Matrix.

Ser	Roles and Responsibilities of COS Trg as the training customer
1	Develop the RAF SOTR.
2	Act as the TRA for all activities covered by the SLA.
3	Generate and maintain the operational performance requirement and evaluate the total formal training delivered against the Operational Performance Statement (OPS).
4	Provide the OPS.
5	Provide an accurate yearly statement of the numbers required, by branch, trade or specialisation (where appropriate), to meet the Formal Training Statement (FTS).
6	Advise the JSCSC of new training requirements through the CEB.
7	Endorse the FTS.
8	Maximise the uptake of allocated training in the extant SOTT, ensuring that personnel released to training meet the minimum entry standards for courses as specified in the Course Documentation.
9	Ensure that the ILPMD(Air) CEB is chaired appropriately.
10	Provide empowered representation on the relevant CEB and any subordinate functional working groups, such as Customer Working groups.
11	Set or endorse the civilian professional standards required to meet rank/grade and branch/ trade/specialisation accreditation requirements.
12	Provide timely feedback to JSCSC through the DSAT External Validation (EXVAL) process on the effectiveness of the training.
13	Represent the requirement for Performance Appraisals and course reports, where appropriate, for all personnel under training in accordance with current practice and within an appropriate due date (COS Pers to advise AOC 22 (Trg) Gp on requirement).
14	Provide specialist speakers and lecturers to courses.
15	Provide requisite number of qualified RAF officers to act as Directing Staff.
16	Advise on the development and Pre-Employment Training for RAFD tutors.

The Roles and Responsibilities of the supplier (JSCSC) are at [Annex C](#).

**Annex B to
Chapter 5 of
AP 7000**

Roles and responsibilities of supporting staffs

Manning

1. While engagement in through-life generic PMD(A) is predominantly the responsibility of the individual and their command chain, Manning play an important role in helping to maintain momentum. The fundamental linkage between PMD(A) and career progression is manifested annually through the O/SJAR that leads to promotion and routinely when tour review dates are reached. At each of these points, Manning Desk Officers/Drafters provide the opportunity to review the development progress and provide feedback on potential when viewed across each of the ranks. Failure to conduct generic PMD(A) within the prescribed timeframe may adversely affect the full realisation of an individual's potential and could render the individual liable to administrative action under QR 1027 with associated career implications. Similarly, failure of the command chain to permit timely engagement in the PMD(A) programme⁵¹ for reasons other than operational imperatives may render the line management liable to formal redress. However, safeguards exist for personnel involved in posts/ appointments/ roles where operational imperatives outweigh the generic PMD(A) timing requirements. Notably, and notwithstanding the engagement timing embodied in the PMD(A) policy, COS Pers may override these requirements in the interests of the Service on a case-by-case basis.

2. Specifically, Manning staffs will:

- a. Inform Airmen's Command Sqn staff of personnel selected for promotion in order that they may be allocated a place on the appropriate promotion course.
- b. Nominate new cohort sqn ldrs (or flt lts who are on the Promotion Selection List) to attend the ICSC(A) within the first year of acting sqn ldr rank.
- c. Encourage maximum engagement with PMD(A) and endeavour to achieve necessary course attendance prior to undertaking role training.
- d. Provide advice on prioritisation of course applicants where nominations exceed the number of places available.
- e. Consider any bid to withdraw or defer attendance from PMD(A) courses where there are clear career implications or when repeated deferral bids have been made by an individual which may lead to administrative action under QR 1027.
- f. Make priority course nominations in the interests of the Service or the individual on a case-by-case basis.
- g. On behalf of COS Pers advise AOC 22 (Trg) Gp on the requirement for course reports.

Branch and trade (B&T)sponsors

⁵¹ Contrary to obligations under QRs 70 and 92.

3. Each B&T has a titular head and a sponsor. The B&T sponsors occupy an important position in the management of RAF manpower. They are ultimately responsible to the titular head for proposing branch and trade specific policies, applicable to regular and reserve personnel, which are necessary to sustain the output of the Service. Full details of the B&T sponsors' remit are in GAI 1058. A summary of the B&T sponsors' responsibilities follows:

Ser	Responsibilities
1.	Provide B&T advice on establishment, recruiting, training, manning, career and retention issues, including entry criteria and necessary ground medical standards.
2.	Provide specialist advice to Pers Pol (Emp Pol) staff for AP 3376 policy publications.
3.	Provide specialist advice and act as a focal point for B&T Job Evaluation.
4.	Monitor branch and trade (B&T) sustainability and initiate remedial action where necessary.
5.	In conjunction with Operational Output sponsors: <ul style="list-style-type: none"> - Support manpower planning process (iaw AP 3390) and provide specialist comment to the Position Establishment Committee. - Ensure tasks correctly allocated to B&T to avoid overlap, whilst evaluating opportunities for adaptive and multi-skilling. - Provide specialist input to B&T reviews.
6.	Ensure the Head of B&T are fully informed on all B&T major issues.
7.	Develop and maintain Operational Performance Statement for each B&T (support provided 22 Gp Training Analysis Centre).
8.	Scrutiny and approval of Formal Training Statement.
9.	Act as sponsor for Phase 2 and 3 career training for each B&T (iaw AP 3379 Lft 1020).
10.	Ensure appropriate course external validation and evaluation is undertaken (support provided by 22 (Trg) Gp).
11.	Provide B&T guidance in support of DWR/CMLO policy.
12.	Provide advice on B&T requirements of APET and exchange appointments.
13.	Identification and promotion of B&T accreditation opportunities.
14.	Provide specialist advice to non-RAF TLB initiatives including the development of support solutions and commercial partnerships.
15.	Manage the Accelerated Incremental Pay process.
16.	Ensure comprehensive briefing of B&T issues to all affected personnel.
17.	Liaison with GETC staff for the integration of generic requirements into specialist B&T development.

Other 22 (Trg) Gp staffs

4. Training Policy.

5. Audit and Evaluation staffs are responsible for:

a. Auditing the effectiveness and efficiency of all Training Establishments delivering generic education and training, in accordance with JSP 822.

b. Evaluating the effectiveness and efficiency of RAF phase 1 and 2 training, including both generic elements and force development aspects contained within that training, in accordance with AP 3379 Lft 1220.

c. Evaluating the effectiveness and efficiency of phase 3 training, including both generic elements and force development aspects contained within that training, by request from the appropriate TRA, in accordance with AP 3379 Lft 1220.

d. Advising DACOS GETC of the relevant lessons identified from training and operations (via the TIF and OOA Feedback Mechanism).

6. Accreditation staffs are responsible for:

a. Utilising the GETR to ensure that accreditation opportunities are optimised.

b. Advising DACOS GETC of accreditation issues that have influence on GETR content.

c. Assisting GETC SO1s in identifying alternative means of realising competencies within the GETR for accreditation purposes.

Roles and responsibilities of training providers

Formal training establishments (FTE)

RAF Halton

1. Phase 1 – Recruit Training Sqn (RTS).

Ser	Roles and responsibilities of RTS.
1	Design and deliver generic Training and Education to meet the Effective Indicator outcomes of the GETR for new recruits.
2	Maintain a cross-mapping of the FTE's Training Objectives (TO) to meet the Effective Indicator outcomes of the GETR and work in consultation with, and under the direction of the GETC as the Training Requirements Authority (TRA), in response to new or changing training requirements.
3	In consultation with, and in response to direction from the GETC, design an assessment strategy to test student output in meeting the TO.
4	Advise the GETC of any proposed changes to their training which may affect either training time or delivery of TO.
5	Undertake Internal Validation activity to assess the effectiveness and efficiency of the training of the FTE in delivering the required training outcomes.
6	Undertake 1 st Party Audit activity to assess the FTE's adherence to Training Education Skills and Resettlement (TESR) policy, including DSAT compliance.
7	Assist the GETC and other 2 nd Party Training Assurance activities, including External Validation and Audit.
8	Report to the Customer Executive Board (CEB) Working Group at OF4 level and the CEB at OF5 level the outcome of any audit, evaluation OFSTED or Department of Industry, Training & Commerce (DITC) inspection or visit activity at their FTE.

2. **Phase 3 – Airmen's Command Sqn (ACS).** The output of ACS is the provision of the agreed number of trained RAF personnel in accordance with the Statement of Trained Requirement (SOTR) produced by AOC 22 (Trg) Gp, at the standards defined in the agreed Formal Training Statement (FTS) for military training provided by ACS. The roles and responsibilities are as follows:

Ser	Roles and responsibilities of ACS.
1	Develop the SOTR into an agreed Training Programme, which can be sufficiently resourced.
2	Schedule courses to achieve the outputs specified/agreed in the Training Programme.
3	Develop efficient and effective training options/solutions within available resources.
4	Provide requisite number of qualified RAF SNCO instructors to act as Directing Staff appropriate to each ACS course.
5	Design, develop, deliver and review training to achieve the Performance, Conditions and Standards specified in the endorsed FTS; to include the Interval validation of the Training Performance Statement (TPS).
6	Apply Training Education Skills and Resettlement (TESR) policies, processes and procedures to all Training and Education activities in accordance with JSP 822.
7	Ensure that the totality of the formal training provided to personnel in each trade group/ specialisation at each rank is evaluated against qualitative and quantitative Performance Indicators (PI).
8	Render Performance Appraisals and course reports where appropriate for all personnel under training in accordance with current practice and by the due date to meet the requirements of the Customer.
9	Maintain the efficiency of training, specified in the TPS, through the conduct of Internal Validation (InVal), including the analysis of data, identification of areas requiring improvement and the implementation of measures for improvement.

Ser	Roles and responsibilities of ACS.
10	Provide empowered representation on the relevant Phase 3 Customer Executive Board and any subordinate functional working groups.
11	Provide specialist speakers / lecturers to courses.
12	Derive (from the Operational Performance Statement (OPS) or equivalent) and maintain the FTS.
13	Derive (from the OPS) and maintain the Assessment Strategies and Assessment Specifications.
14	Derive (from the OPS) and maintain Course Specifications and Instructional Specifications.
15	Derive (from the OPS) and maintain course delivery materials and media.
16	Derive (from the OPS) and maintain assessment materials and media.
17	Respond to feedback provided through the DSAT ExVal process on the effectiveness of the training in preparing the individuals for their jobs.
18	Provide or facilitate as appropriate the associated welfare, discipline, accommodation, administrative support and pastoral care in accordance with MoD policies.
19	Report any training deficiencies to the Customer in a timely manner.
20	Release trainees and staff, when required and without relief, to meet corporate responsibilities in providing personnel for augmentation and force generation requirements and RAF crisis manning situations.

RAF Cranwell

3. **Phase 1 – Officer and Aircrew Training Unit (OACTU) (RAF College).** During IOT students will be briefed on the mandatory nature of PMD(A). Emphasis will be made for them to apply for the JOD1 course before they graduate, however, the responsibility ultimately lies with the individual:

Ser	Roles and responsibilities of OACTU.
1	Design and deliver generic Training & Education to meet the Effective Indicator outcomes of the GETR, according to the rank and level of their students.
2	Maintain a cross-mapping of the FTE's Training Objectives (TO) to meet the Effective Indicator outcomes of the GETR and work in consultation with, and under the direction of the GETC as the Training Requirements Authority (TRA), in response to new or changing training requirements.
3	In consultation with, and in response to direction from the GETC, design an assessment strategy to test student output in meeting the TO of their training phase.
4	Advise the GETC of any proposed changes to their training which may affect either training time or delivery of TO.
5	Undertake Internal Validation activity to assess the effectiveness and efficiency of the training of the FTE in delivering the required training outcomes.
6	Undertake 1 st Party Audit activity to assess the FTE's adherence to Training Education Skills and Resettlement (TESR) policy, including DSAT compliance.
7	Assist the GETC and other 2 nd Party Training Assurance activities, including External Validation and Audit.
8	Report to the Customer Executive Board (CEB) Working Group at OF4 level and the CEB at OF5 level the outcome of any audit, evaluation OFSTED or Department of Industry, Training & Commerce (DITC) inspection or visit activity at their FTE.
9	Ensure the engagement of all students on pre or post-course Distance Learning programmes and evaluate their performance, as required by the Assessment Strategy.

4. **Phase 1 and 3 – Air Warfare Centre (AWC).** The AWC delivers the Phase 1 Basic Air Warfare Course (BAWC) as part of IOT and to the Specialist Entrants and Re Entrants (SERE) they run the SERE BAWC. AWC also provide Phase 3 training in the form of the Higher Air Warfare Course (HAWC) to new (non-Advanced |Staff Trained) wg cdrs:

Ser	Roles and responsibilities of AWC.
1	Design and deliver generic Training & Education to meet the Effective Indicator outcomes of the GETR, according to the rank and level of their students.
2	Maintain a cross-mapping of the FTE's Training Objectives (TO) to meet the Effective Indicator outcomes of the GETR and work in consultation with, and under the direction of the GETC as the

	Training Requirements Authority (TRA), in response to new or changing training requirements.
3	In consultation with, and in response to direction from the GETC, design an assessment strategy to test student output in meeting the TO of their training phase.
4	Advise the GETC of any proposed changes to their training which may affect either training time or delivery of TO.
5	Undertake Internal Validation activity to assess the effectiveness and efficiency of the training of the FTE in delivering the required training outcomes.
6	Undertake 1 st Party Audit activity to assess the FTE's adherence to Training Education Skills and Resettlement (TESR) policy, including DSAT compliance.
7	Assist the GETC and other 2 nd Party Training Assurance activities, including External Validation and Audit.
8	Report to the Customer Executive Board (CEB) Working Group at OF4 level and the CEB at OF5 level the outcome of any audit, evaluation OFSTED or Department of Industry, Training & Commerce (DITC) inspection or visit activity at their FTE.
9	Ensure the engagement of all students on pre or post-course Distance Learning programmes and evaluate their performance, as required by the Assessment Strategy.

Defence Academy – Shrivenham

5. **Phase 3 – RAF Division (RAFD).** A Service Level Agreement (SLA) is held between 22 (Trg) Gp and the Joint Services Command and Staff College (JSCSC) which details the customer and supplier relationship, records the responsibilities of both parties and formalises the outputs and services provided by the JSCSC, through RAFD, on behalf of the Central TLB. The output is the provision of the agreed number of trained RAF personnel in accordance with the Statement of Trained Requirement (SOTR) produced by AOC 22 (Trg) Gp, at the standards defined in the agreed Formal Training Statement (FTS). An extract from the **SLA – JSCSC/1750/3/RAF dated Jun 08**, that outlines the responsibilities of the customer and supplier, follows:

Ser	Roles and responsibilities of JSCSC as the training supplier.
1	Develop the SOTT
2	Resource sufficient training capacity to meet the outputs specified in the SOTT within the limits of available resources, flexing available resources to meet any JSCSC CEB-endorsed revised training priorities.
3	Report output achievement against the SOTR twice annually (3 weeks before the JSCSC CEB).
4	Design, develop, deliver and review training to achieve the Performance, Conditions and Standards specified in the endorsed FTS; to include the Interval validation of the Training Performance Statement (TPS).
5	Apply Defence Training and Education policies, processes and procedures to all Training and Education activities in accordance with JSP 822.
6	Ensure that the totality of the formal training provided to personnel in each branch/ specialisation at each rank is evaluated against qualitative and quantitative Performance Indicators (PI).
7	Render Performance Appraisals and course reports where appropriate for all personnel under training in accordance with current practice and by the due date to meet the requirements of the Customer.
8	Release trainees and staff, when required and without relief, to meet corporate responsibilities in providing personnel for augmentation and force generation requirements and RAF crisis manning situations.
9	Provide empowered representation on the relevant JSCSC CEB and any subordinate functional working groups.
10	Ensure the JSCSC CEB is chaired appropriately.
11	Provide secretarial support to the JSCSC CEB and any subordinate functional working groups.
12	Schedule courses to achieve the outputs specified/agreed in the SOTT.
13	Develop efficient and effective training options/solutions within available resources.
14	Derive (from the Operational Performance Statement (OPS) or equivalent) and maintain the FTS.
15	Maintain the efficiency of training, specified in the TPS, through the conduct of Internal Validation

	(InVal), including the analysis of data, identification of areas requiring improvement and the implementation of measures for improvement.
16	Derive (from the OPS) and maintain the Assessment Strategies and Assessment Specifications.
17	Derive (from the OPS) and maintain Course Specifications and Instructional Specifications.
18	Derive (from the OPS) and maintain course delivery materials and media.
19	Derive (from the OPS) and maintain assessment materials and media.
20	Respond to feedback provided through the DSAT ExVal process on the effectiveness of the training in preparing the individuals for their jobs.
21	Provide or facilitate as appropriate the associated welfare, discipline, accommodation, administrative support and pastoral care in accordance with MoD policies.
22	Report any training deficiencies to the Customer in a timely manner.

Phase 2 – specialist training establishments

6. Phase 2 training establishments provide specialisation training across all RAF B&Ts. Due to the diverse nature of the delivery establishments from wholly RAF managed through a varying mix to wholly joint or civilian managed sites and schools, it is not practical to identify each of the locations or their specific responsibilities. It is though possible to reinforce the role of the GETC as the generic TRA, who are wholly responsible for ensuring the generic content meets RAF requirements. Where compromise on course content may be required, the GETC staff will make the necessary adjustments to the GETR (and subsequent training programme) to ensure that RAF personnel gain the required learning at the earliest opportunity so as not to impede their development or be disadvantaged in relation to their peers in other specialisations.

Non-FTE: on-unit FD activities

RAF units

7. **FD sqns (FDS) and FD training sqns (FDTS)**⁵². FD forms part of an integrated programme that is drawn from the GETR and is available to all RAF personnel and selected civilian staff, contractors and others⁵³ who support the RAF's operations. In this way, continuity of development can be achieved when people are posted from one unit to another, and non-military personnel will understand better the vital functions they provide in supporting uniformed colleagues. The formalised structuring of FD activities provide coherent through-life learning opportunities and **direct support** to all personnel during their individual PMD(A) journey. The use of FD time, along with the engagement of FDS and FDTS staff whether involved in coaching, mentoring, knowledge and skills generation, or support to DL, will improve operational effectiveness through individual and collective development across a wide spectrum. In turn, this will lead to the increased preparedness and enhanced competence of all personnel to carry out their duties, either at home-base or deployed on exercise or operations. Critically, FD provides regular opportunity to integrate practical and theoretical workplace learning activities that reinforce the formal residential courses.

8. Units are expected to provide all personnel with at least one FD training activity in each domain every financial year. Information relating to the conduct of FD activities, including the High Level training Objectives (HLTO) is contained in AP 3379, Lflt 2410. Detailed information relating to Staff Rides is contained in AP 3379 Lflt 2415.

9. An important role for FDS and FDTS staff is to provide the command chain with information relating to the effectiveness of FD activities, performance measurement and the tracking of PMD(A) engagement of personnel on their unit.

⁵² FDTS are located at Cosford and St Athan.

⁵³ Eligible personnel are those working within the RAF TLB and those outwith RAF TLB but in receipt of parenting support.