

RESTRICTED



REPUBLIC OF SIERRA LEONE ARMED FORCES (RSLAF)

INDIVIDUAL TRAINING POLICY

GUIDE TO CONDUCT AND ALLOCATION OF RESPONSIBILITIES  
FOR INDIVIDUAL TRAINING IN THE RSLAF

By Command of the  
Defence Policy Committee

MINISTRY OF DEFENCE  
TOWER HILL  
FREETOWN

AUGUST 2012

**INDIVIDUAL TRAINING POLICY FOR THE REPUBLIC OF SIERRA LEONE**  
**ARMED FORCES**

*“After cowardice, there is only one other thing for which I cannot forgive a Commander; that is a failure to adequately prepare and train his soldiers for battle. Training is therefore the most important activity an Army can conduct when it is not being asked to fight.”*

The Emperor Napoleon Bonaparte of France

**INTRODUCTION**

1. The most important role of an Army in peace is to prepare its officers and soldiers for operations through training. The Chief of Defence Staff (CDS) is required, by His Excellency the President as Commander-in-Chief through the Minister of Defence, to deliver a capable and efficient armed force. That said; capable and efficient armed force can be achieved by efficient and effective training activities at all levels in the Republic of Sierra Leone Armed Forces (RSLAF). Efficient and effective training at all levels is therefore the direct responsibility of the chain of command; in short, training is first and foremost a command function. As such, commanders are tasked to ensure that training is timely; mission focused, efficiently delivered and above all contributes to the delivery of the required level of military capability.

2. Within the RSLAF we may say there are five categories of training that combine to ensure that the armed forces are able and ready to fulfil their Defence Missions and Military Tasks as prescribed by the Government of Sierra Leone. They are: individual training; team or crew training; collective training; operational specific training; and command training. In practice there is a considerable overlap, and in some cases integration between categories. Training should be regarded as cohesive whole. There is however a temptation to focus only on one category at a time and to disregard the others. For example, individual and team training aspects are often neglected in collective training. Yet they are interdependent. The emphasis may be on one particular category of training, but it should not be to the exclusion of others. Those who plan, supervise and assess training should be aware of this tendency. There is also a danger inherent in adopting too rigid a cyclic approach, and in separating responsibilities for different categories of training. Individual training includes initial training, specialist training and generic career training/education

3. There is sometimes confusion in people’s minds about what training means and encompasses, and what its relationship is to education. Training is distinct from education, although the two overlap. Most training contains an element of education and vice versa. There is a greater merging of these concepts in the military sphere, than elsewhere, and the term “training” is used here to cover military training, education in support of training, and development. Military training focuses on developing and enhancing performance within its particular environment. The performance may be an individual or a group. The environment may be general or specific i.e. the Army, or a particular arm or service, or appointment. The effect of the training should be assessed against pre-determined standards, and outcome of training can usually be measured in terms of competence.

4. This paper lays down the policy for individual training within the RSLAF in terms of how it is to be conducted and to allocate responsibilities accordingly.

### **THE IMPORTANCE OF TRAINING**

5. In some walks of life training can be a minor activity to which relatively little time is allocated. The main preoccupation is often with core business, manufacturing goods or providing professional services. In the Army on the other hand, the core business-fighting wars or keeping the peace-occupies usually only a small fraction of total time. The main preoccupation is preparation for the possibility of real operations. It is obvious that training should be the Army's most important activity when it is not committed to operations. Commanders should reflect the importance of training in the quality of the personnel and the resources which they allocate to it. When the time comes for operations, it may be too late to remedy deficiencies in training.

6. The ultimate object of all training is to ensure military success. Training provides the means to practise develop and validate, within constraints, the practical application of a common doctrine. Equally important, it provides the basis for schooling commanders and staffs in the exercise of command and control respectively. Training should be stimulating, rewarding, and inspire subordinates to achieve greater heights. A value by-product of good training is the fostering of teamwork and the generation of the force's confidence in commanders, organizations, and in doctrine, a necessary pre-requisite of achieving high morale before troops are committed to operations. Military training develops individuals, groups and formations so that they can contribute to that success in the fullest possible way. The training should reflect the ethos and doctrine to which the Army subscribes. The product of military training should be highly skilled, confident and well-motivated individuals and units, and formations which are effectively commanded, cohesive, tactically and technically proficient, imbued with high morale, comradeship, and a will to win.

### **AIM**

7. The aim of this policy is to ensure all RSLAF officers and soldiers are provided with their required individual professional skills in a cost-effective, efficient and progressive manner to the benefit of the Service. Adjustments to this policy will be made by DDTER under the direction of ACDS Pers/Trg.

### **PURPOSE OF INDIVIDUAL TRAINING**

8. The purpose of individual training (including recruit training) is to produce a self-confident and disciplined soldier who is physically fit, well motivated, and equipped with the basic skills and fighting qualities needed to survive on the battlefield and to operate as a member of a team or crew.

9. Individual training has two elements:

a. Skills training.

b. More general training that contributes to personal development. This may be more knowledge-based and include education.

10. Skills training may be equipment-related or aimed at personal or physical aptitude. Some skills are considered as core or mandatory, which all should possess. These, and the standards required, are governed by RSLAF Training Directives. The number of core skills, and the standards to be achieved in each, should be reviewed regularly.

11. Skills of all kinds deteriorate, especially if not used regularly, the extent of the deterioration depending on the individual and the particular skill. This can be overcome by incorporating these skills into other categories of training. The frequency of skills practice in order to sustain acceptable operational standards should be governed by balancing deterioration, operational efficiency, time and cost, rather than by any particular fixed time frame. The annual or biannual testing of skills in accordance with RSLAF training Directives is separate from this process.

12. Individual training of a more general nature is aimed at developing the potential of the individual to fulfil his or her role as a commander or as a soldier in a team or unit. It is a long term investment. Such training may be carried out both on an individual and a group basis, on formal courses or informally, and voluntary or prescribed. Achievement should be marked by appropriate recognition within the RSLAF and, where possible externally (through appropriate vocational qualifications)

### **PRINCIPLES OF TRAINING**

13. The guiding principles for all categories of training are:

- a. Training is a function of Command.
- b. Training is a continuous and progressive process.
- c. Training must be relevant.
- d. Training must be challenging and interesting.
- e. Training must be realistic.
- f. Training must have an aim and objectives.
- g. Training and training methods must be continuously reviewed for their effectiveness.
- h. Training must reflect operational doctrine.
- i. Training must be permissive of error.
- j. Collective training should, wherever possible, include other categories of training.

### **GUIDING PRINCIPLES FOR INDIVIDUAL TRAINING**

14. RSLAF individual training is to be:

- a. **Timely.** All officers and soldiers within the RSLAF are to be provided with the required individual skills necessary to carry out their role effectively at the optimum point of their career. Appropriate training must be provided as close as possible and prior to the assumption of a new post – a ‘Just Enough, Just In Time’ (JEJIT) philosophy.
- b. **Continuous.** Individual training is to be continuous, occurring throughout an officer’s or soldier’s career in order to limit skill fade and develop experience and competence in the necessary professional skills.
- c. **Progressive.** Training is to be progressive, ensuring that new skills are introduced in a way that builds on an individual’s past training and professional experience.
- d. **Relevant.** All training is to be appropriate to the environment and fulfil the need of the deployed Force including: the threat; the current concept of operations; the RSLAF structure; and any extant restrictions or operational constraints.
- e. **Competitive.** Officers and soldiers will be competitively selected and prepared through training for their subsequent posts, as well as assessed for their potential for further training, including that conducted on selected overseas courses. Selection will be according to potential demonstrated on career courses tempered by seniority, likely future post and professional performance identified through the annual reporting process.

## **DELIVERY OF INDIVIDUAL TRAINING**

15. In order to ensure that individual training is conducted continuously throughout a soldier’s and officer’s career, it is conducted in three phases as follows:
  - a. **Phase 1 (Initial Training).** Phase 1 (Initial Training) is that training conducted when an individual is recruited into the RSLAF. It forms the basis for all future training and development in an officer or soldier’s career and instils the ethos and purpose of the RSLAF in the recruit. Phase 1 will be conducted by AFTC.
  - b. **Phase 2 (Special to Arm/Specialist Trade Training).** Phase 2 training is that which prepares the soldier or officer for initial employment in a particular specialist role. Phase 2 training will be conducted at AFTC and specialist schools/locations e.g schools of signal, logistics, nursing etc.
  - c. **Phase 3 (Mandatory Individual and Career Development Training).** Phase 3 training comprises three main elements: centralised career development courses (promotion); advanced trade training (promotion/advanced specialisation) and mandatory training that is centrally directed but conducted by and within the chain of command (Individual Training Directives (ITDs) and Professional Qualification Scheme (PQS) for officers). Attendance on promotion and career courses help select and prepare candidates for promotion and employment. Such courses are generally a pre-

requisite for promotion to the next rank and cannot be missed. Promotion and career courses are progressive and therefore should be attended in order; indeed the starting standard for students on a senior course assumes prior attendance on all relevant lower level courses.

## **PHASE 1 TRAINING**

16. The aim of Phase 1 training is to provide fit, well-trained and motivated soldiers and officers for the RSLAF. It is conducted by AFTC according to the manning needs and priorities of the RSLAF. All regular officers and soldiers of the RSLAF, regardless of specialisation, will undertake initial training following recruitment into the Armed Forces. Initial Training consists of the following courses:

a. **Basic Recruit Course.** All officers and soldiers (less specialist enlistments and commissions) of the RSLAF are to attend the Basic Recruit Course (BRC). The Aim of the BRC, which is of 12 weeks duration, is to:

*'To provide fit, well motivated individuals capable of successfully undertaking the Advanced Recruit or Commissioning Course'.*

b. **Advanced Recruit Course.** All soldier recruits (less specialist enlistments) of the RSLAF attend the Advanced Recruit Course (ARC) following successful completion of the BRC. The Aim of the ARC, which is of 12 weeks duration comprising education, jungle and continuation training, is to:

*'To develop basic recruits into well motivated soldiers capable of undertaking operational duties as a member of platoon on Border Control Operations'.*

c. **Standard Commissioning Course.** All officer candidates (less specialist commissions) attend the Standard Commissioning Course (SCC) following successful completion of the BRC. The Aim of the SCC, which is of 12 weeks duration, is to:

*'To provide young officers capable of leading and commanding a platoon on operational duties within the RSLAF'.*

## **PHASE 2 TRAINING**

17. The Aim of Phase 2 training is to prepare the officer or soldier for his first employment in a specialist role. All officers (less doctors and padres/imams) will serve two years in the Infantry before being able to select a specialisation. It is considered that this is not the most efficient employment practice which could deprive the RSLAF of important skills. It is therefore proposed that recruit soldiers and officers who have already attained appropriate civilian specialist qualifications should be entitled to join specialist units upon successful completion of recruit training. Prior acquisition of relevant specialist qualifications should mean only a limited requirement for further initial specialist training. However, there will still be the requirement for leadership/command development courses and this should be delivered on the proposed Pot NCO/JOCLC courses at AFTC.

18. Soldiers and officers who do not hold specialist qualifications should still be eligible to pursue selection for specialist units once they have completed their initial 2 years in the Infantry. It is envisaged that special-to-arm/service training would be conducted either in the specialist unit, or outsourced via an external training provider.

### **PHASE 3 TRAINING**

19. Phase 3 Training (Mandatory Individual and Career Development Training) is the training required within the RSLAF to conform to the endorsed career structure laid down in Reference A, but includes the development of Command and Staff training capability at the Horton Academy. This specifies the 'standard' career in terms of age, promotion zones, and rank and qualification requirements. The most important courses within this training tier are those that attract command and leadership qualifications required not just for promotion, but also for the developing ethos and professionalism of the RSLAF. In the main, career courses are those that are a pre-requisite for promotion and which teach the soldier or officer those skills necessary for the next rank. Such promotion and career courses are required by both officers and soldiers if they are to progress through their career. Performance on these courses will, in addition to imparting the necessary knowledge and skills, be competitively assessed to give an indication of relative ability as well as potential for future higher level training. Course reports will be used, together with annual reports and tempered by seniority, to select officers and soldiers for promotion, future posts and further specialist or overseas training.

### **OFFICER PROMOTION AND CAREER COURSES**

20. Officer promotion and career courses will be delivered by a mix of in-country training and selected external courses. This is likely to continue until the RSLAF has developed the Horton Academy<sup>1</sup> beyond its current status. External training is expensive, therefore in-country training will be used to help select the most capable candidates who will be able to benefit most from and contribute to training abroad.

- a. **Young Officer's Course.** This is a Junior Officer command and leadership course that is conducted at AFTC for officers who have completed Phase 1 (Initial Training) and have served a minimum of one year at Regimental duty. The course which, is a pre-requisite for selection for promotion to Capt, will last 9 – 10 weeks and has the following aim:

*'To train students in the command, tactical deployment and leadership skills of the platoon/troop as part of a sub-unit on operations'.*

- b. **Junior Staff Course (JSC).** This is conducted at the Horton Academy<sup>2</sup> and is a pre-requisite for promotion beyond Captain. Students will write and pass PQS1 exams (see below) after this course before being eligible for promotion to Capt. The JSC will prepare Lieutenants and junior Captains for

---

<sup>1</sup> It remains a future aspiration to develop the Horton Academy with similar capability to that delivered by the Ghanaian Armed Forces Command and Staff College.

<sup>2</sup> Currently run by IMATT and located at Leicester Square Freetown. It is planned that this facility will be run in the future by the RSLAF and be re-located to become part of the RSLAF Training Establishment.

appointment as a Staff Officer Grade 3 or member of the battalion/unit staff (e.g. Adjutant, Operations Officer). The 16-week course has the following aim:

*'To teach students command and staff skills required to fulfil a Grade 3 staff post or a Battalion/unit Staff appointment within the RSLAF and assess students' potential for future staff training'.*

c. **Intermediate Staff Course (ISC)**. This is conducted at the Horton Academy and is a pre-requisite for selection for sub-unit command, for a Grade 2 staff appointment at formation level or MoD and for selection for promotion to Major. The course will last 14 weeks and has the following aim:

*'To train student in command and staff skills to enable them to command effectively a sub-unit within RSLAF and to fulfil Grade 2 staff appointments at formation level and within the MoD'.*

d. **Company Commanders Course (CCC)**. This is conducted at AFTC and is a pre-requisite for selection for infantry sub-unit command. The course will last 3–4 weeks and has the following aim:

*'To train students in the command, tactical deployment and training of an infantry company with appropriate supporting arms'.*

e. **Senior Command and Staff Training Course (SCAST)**. This is conducted at the Horton Academy and is a pre-requisite for unit command, for a Grade 1 staff appointment at formation level or MoD and for selection for promotion to Lieutenant Colonel<sup>3</sup>. The course will last 4-6 weeks and will also select and prepare students to attend senior command and staff courses delivered at external institutions. The course has the following aim:

*'To teach students command and staff skills to enable them to command effectively a unit within RSLAF and to fulfil Grade 1 staff appointments at formation level and within the MoD. Completion of the course will form part of the selection process for attendance on the Senior Command and Staff Course delivered at the Ghana Armed Forces Command and Staff College and other external training at this level'.*

f. **Advanced Staff Course (ASC)**. It is intended to develop an ASC to complement or replace the current SCAST, to be delivered at Horton Academy, as a pre-requisite for unit command, for a Grade 1 staff appointment at formation level or MOD and for selection for promotion to Lt Col. This course is likely to be conducted in lieu of attendance at an external senior command and staff course and has the following aim:

*'To teach students the command and staff skills to enable them to command effectively a unit within RSLAF and to fulfil Grade 1 staff appointments at formation level and within the MOD'.*

---

<sup>3</sup> There may be a requirement for two courses, one general course for staff appointments and promotion to Lt Col, and a second for unit command.



g. **Commanding Officers' (COs') Course.** It is intended to develop a COs' Course to prepare selected officers for appointment as battalion/unit COs, following successful completion of the proposed ASC. The course has the following provisional aim:

*'To train students in command and tactical skills to enable them to command effectively a battalion/unit within RSLAF'.*

h. **Defence College/Strategic Studies.** This is externally provided training and education, currently delivered by the National Defence Colleges of Nigeria and the Peoples Republic of China. For the RSLAF the aim is as follows:

*'To teach selected Colonels the command and staff skills to enable them to command effectively a formation within RSLAF and to fulfil Director and ACDS appointments within the MoD'.*

## **EXTERNAL COURSES**

21. The RSLAF is fortunate to be offered a number of military courses in a variety of foreign countries through ongoing diplomatic arrangements. However, the benefit of these training options must be carefully considered both in terms of real development in military capability and underwritten against an affordable budget. Selection of students for external courses will be conducted under the direction of a Board convened by MOD. The External Training Selection Board will consist of members from JFC and MoD. Where vacancies on external courses exist, students will be selected from those who are qualified, recommended and of the appropriate seniority and rank. To make their decision, Board members will be required to have access to officers' personal folder for all relevant confidential and course reports. Officers and soldiers duly selected for attendance on external courses will be expected to fulfil a specified Training Return of Service (Trg RoS) upon completion of their course. This will involve further military service for a minimum period pertinent to the type, duration and associate cost of the course. This is to ensure that the investment in individual development properly contributes to the development of military capability. Specific Trg RoS periods will be published by Defence Policy Committee Instruction.

## **OTHER RANK PROMOTION AND CAREER COURSES**

22. **Army.** Other Ranks' promotion and career courses will be delivered primarily by in-country training conducted at AFTC. The following courses will be conducted as required:

a. **Potential NCO Leadership Course.** This course will be conducted by AFTC/Specialist Units Trg Establishments and will be a pre-requisite for promotion of all Ptes to LCpl. Due to the predominance of infantry within the RSLAF, the teaching vehicle used at AFTC will be infantry section tactics although allowances will be made for non-infantry potential NCOs. Specialist Units Trg Establishments will conduct similar courses to suit Potential NCO

Leadership Course. The course, which is 4 weeks in duration, has the following aim:

*'To select and train students in the command, leadership and administrative skills required by a LCpl or equivalent within the RSLAF.'*

b. **Section Commander's Course**. This course will be conducted by AFTC/Specialist Units Trg Establishments and will be a pre-requisite for promotion to Cpl or equivalent. The course, which has 4 – 6 week duration, has the following aim:

*'To train students in the skills required to command, tactically deploy and train an infantry section as part of a platoon on operations or similar appointments in specialist units within the RSLAF.'*

c. **Senior NCO Leadership Course**. This course will be conducted by AFTC and will be a pre-requisite for promotion of all Cpls to Sgt. Due to the predominance of infantry within the RSLAF, the teaching vehicle used will be infantry platoon tactics although allowances will be made for non-infantry potential SNCOs. The course, which is 4 – 6 weeks in duration, has the following aim:

*'To select and train students in the command, leadership and administrative skills required by a SNCO within the RSLAF.'*

d. **Educational Qualification Scheme (EQS)**. This will be conducted immediately after the SNCO Leader Courses at the different training establishments within the RSLAF. EQS comprises military writing, calculations, military knowledge and soldier in society studies. It will be delivered at AFEC with a target date of commencing by end of 2011 as earliest and has the following aim:

*'To qualify Cpls in the educational skills required of a Sgt or equivalent in the RSLAF.'*

e. **SNCO Administration Course**. This course will be conducted by AFTC/JLU and will be a pre-requisite for SNCOs about to be employed in an administrative capacity. It will be a pre-requisite for employment as a CQMS. In some circumstances it may be possible for JNCOs who are to be posted to an administrative post to take the course provided sufficient vacancies exist. The course, which has 2 - 3 week duration, has the following aim:

*'To train SNCOs in the accounting and equipment management skills required when selected for employment in administrative appointments such as CQMS.'*

f. **Warrant Officers Course**. This course will be conducted by HA and will be a pre-requisite to warrant officer rank and employment as Regimental Sergeant Major (RSM). It will concentrate on the command, leadership and administrative skills required by a warrant officer of the RSLAF. Due to the predominance of the infantry within the RSLAF, the teaching vehicle used will be infantry company tactics although allowances will be made for non-infantry SNCOs; specialist modules for Maritime, Air, Logistic, Engineer, Police, Signals

and Personnel will be provided if considered necessary. The course, which has 4 – 6 week duration, has the following aim:

*'To train WO/SNCOs in the leadership, command and administrative skills required by a warrant officer within the RSLAF.'*

23. **Maritime Wing.** Other Ranks' promotion and career courses in the Maritime Wing will be delivered primarily by in-country training conducted at Maritime Wing (MW) Training School. The following courses will be conducted as required:

a. **Leading Seamen Promotional Course.** This course will be conducted by MW Training School and will be a pre-requisite for promotion of all Able Seamen (L/Cpls) to Leading Seamen (Cpls). This Course will entails all aspects of educational and skills training. The course, which is 8 weeks in duration, has the following aim:

*To select and train students in the command, leadership and administrative skills required by a Able Seaman or equivalent within the RSLAF.*

b. **Petty Officers' Promotional Course.** This course will be conducted by MW Training School and will be a pre-requisite for promotion of all Leading Seamen (Cpls) to Petty Officers (Sgts). The course, which is 8 weeks in duration, has the following aim:

*To select and train students in the command, leadership and administrative skills required by a Leading Seaman or equivalent within the RSLAF.*

### **MANDATORY INDIVIDUAL AND CAREER DEVELOPMENT TRAINING**

24. Three aspects: ITDs, sponsored by J7 at HQ JFC and conducted by all officers and soldiers of the RSLAF annually (within JFC units this is incorporated in Level I Collective Training); officer career development training conducted by the chain of command and tested centrally within the Promotion Qualification Scheme (PQS) and soldier career development conducted at AFEC through the Educational Qualification Scheme (EQS).

### **INDIVIDUAL TRAINING DIRECTIVES (ITDs)**

25. ITDs are designed as a regular mandatory benchmark of performance in order to give Commanders specific direction in maintaining currency of essential military skills and knowledge. The aim of each Directive is to state the policy that underpins the military training requirements a commander will adopt as a foundation, on which to build more advanced individual team and collective training.

26. **Army.** The Army ITD involves annual instruction in 6 disciplines and annual assessment in 2 key areas. Conducting ITDs becomes mandatory for all units and formations effect from the endorsement of this policy. The scope of ITDs is presented in the table below.

RESTRICTED

ITD	ITD Description	Mandatory Annual Instruction	Mandatory Annual Assessment	Remarks
(a)	(b)	(c)	(d)	(e)
1	Personal Weapon Training	X	X	APWT & WHT
2	Fit to Fight	X	X	BCFA & BPFA
3	Battlefield First Aid	X		
4	The Law of Armed Conflict	X		
5	Rules of Engagement	X		
6	Health and Hygiene	X		

The syllabus for Army ITD is at Annex A.

26. **Maritime Wing.** In order to ensure RSLAF MW personnel are fit to serve at sea and to operate effectively, it is necessary to regularly refresh and then assess each individual in a similar but not identical fashion to the Army ITD.

ITD	ITD Description	Mandatory Annual Instruction	Mandatory Annual Assessment	Remarks
(a)	(b)	(c)	(d)	(e)
1.	Personal Weapon Training	X	X	APWT & WHT
2.	Fit to Fight	X	X	BPFA
3.	Maritime First Aid	X		
4.	The Law of Armed Conflict	X	X	Includes SA
5.	Rules of Engagement	X	X	
6.	Fire-Fighting and Survival at Sea	X	X	
7.	JMC MOU	X	X	
8.	Maritime Law	X	X	
9.	Military Aid to Civil Authority- MW support to the JMC	X		
10.	Health and Hygiene	X		

27. The syllabus for MW ITD is at Annex B.

### **OFFICER CAREER DEVELOPMENT TRAINING**

28. Consists of two levels:

a. **PQS Level 1.** Passing at Level 1 is a pre-requisite for promotion to Captain and selection for future courses as well as employment for future command and staff appointments. PQS 1 comprises Practical Tactics via a TEWT and NAVEX delivered and assessed at the Horton Academy, a Junior Staff Course at Horton Academy. The aim of PQS Level 1 is:

*‘To qualify Lts in the skills required for promotion to Capt in the RSLAF’.*

- b. **PQS Level 2.** Passing at Level 2 is a pre-requisite for promotion to Maj and attendance on the Pre-CAST Course. PQS 2 comprises Practical Tactics via a TEWT and NAVEX conducted at the Horton Academy and an Intermediate Staff Course delivered and assessed at the Horton Academy. The aim of PQS Level 2 is:

*‘To qualify Cpts in the skills required for promotion to Maj in the RSLAF.’*

### **OTHER RANKS CAREER DEVELOPMENT TRAINING**

29. Consist of two levels:

- a. **EQS Level 1.** EQS Level 1 has already been presented at para 13d. The aim of EQS Level 1 is as follows:

*‘To qualify Cpls in the educational skills required of a Sgt or equivalent in the RSLAF’.*

- b. **EQS Level 2.** EQS 2 has been proposed at Reference A, but the requirement is not clear other than to simply increase the level of skills covered on EQS. Given the proposed NCOs Administration and Warrant Officers’ Courses, the need for EQS 2 is not convincing as an entity in its own right. However, the nature of these courses will accommodate educational input commensurate with the stated course aims.

### **STUDY LEAVE**

30. As in the Study Leave Policy, the RSLAF has historically created the opportunity for officers and soldiers to be granted Study Leave for a range of activities. Study Leave must represent an important investment in individual development. It must deliver demonstrable value back to the RSLAF. Value for money will be measured in terms of clear development in military capability and professionalism.

31. It must be affordable within spending priorities and any potential training value must be weighed against the full capitation costs of any proposal, including both the actual time away from a military post and longer term career benefits. The following conditions must be met before an application for Study Leave is considered:

- a. Applicants must have served a minimum of 5 years.
- b. There must be full endorsement of the application by the chain of command. At each level, units/formations must consider the military impact of the individual’s absence from normal duties and comment realistically on that impact.
- c. Units/formations must consider the potential value to the RSLAF of any individual proposal and make a clear recommendation accordingly. It will not suffice to simply forward the application up the chain without a realistic assessment of the likely benefit. This evaluation should assess the merit of any specific usable skills that the applicant will attain, or in the case of academic courses, the level of enhancement to analytical or staff skills.

**RETURN OF SERVICE**

32. Though the Study Leave policy state various contractual return of service upon completion of the approved course, it is to be noted that the Terms and Conditions of Service 1965 is still extant. It states that all courses-both military and civilian course(s)-attended by any RSLAF officer, with no consideration to the duration of the course, is underpinned by a 5 years return of service.

DRAFT