



**MINISTRY OF DEFENCE AND THE REPUBLIC OF
SIERRA LEONE ARMED FORCES**

**POLICY ON THE RE-SUBORDINATION OF THE
TRAINING GROUP COMMAND TO THE MINISTRY OF
DEFENCE**

Review Date: 2017 or on Demand

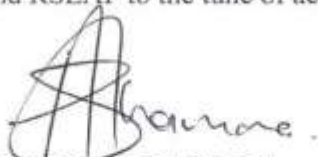
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Legal Status. This document has no formal status in legal terms but provides clear military guides drawn from most recent experiences and prevailing best practices, for the regulation of the affairs of the MoD and RSLAF to the tune of acceptable democratic norms and values.



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INTRODUCTION

1. Following a Defence Policy Committee (DPC) meeting held in the Ministry of Defence on Thursday 17 July 2014, the proposal on the Re-subordination of the Training Group to MoD was unanimously endorsed and adopted into Policy. Training in Ministry of Defence/ Republic of Sierra Leone Armed Forces (MoD/RSLAF) is a critical component in building the capacity of the forces to be able to deal with the emerging and contemporary security environment. It has a profound influence on operational efficiency, social behaviour and general conduct of service personnel especially as we continue to operate within multi-agency environments. Basic training is very important in transforming a raw civilian to professional military personnel. It is therefore very necessary to plan and execute it at the military strategic level whilst the refined product is handed down to the operational level.
2. As a result of the then CDS Training Seminar in November 2008, MoD/ RSLAF adopted the Systems Approach to Training and Education (SATE) with the view to achieving performance and task based, effective (quality) and resource efficient (quantity) training and education utilising a systems process. Following the adoption of this policy, a number of administrative shortcomings continued to impact the planning and conducts of efficient and effective training across the force rendering SATE ineffective. Communication and logistic chains between MoD, HQ JFC and the Training Establishments (TE) has been a source of concern.
3. MoD/RSLAF) in its quest to implement SATE and the CDS's Strategic Training Directives, created the Training Group Command (TGC). The main objective for establishing the TGC was to bring all the training institutions under a unified command. The extant policy subordinated the TGC under operational command of HQ Joint Force Command (JFC).

STATEMENT OF THE PROBLEM

4. Since the establishment of the TGC and its subsequent subordination to HQ JFC, there has not been any training directive or instruction from HQ JFC to set the objectives and the standards to be attained. As a result of this poor oversight, there has not been any training validation report for the past two years in respect of all the trainings conducted in all the training establishments. HQ JFC has not conducted career courses for Other Ranks since the subordination of TGC which has disadvantaged a lot of Other Ranks for the 2013 Other Ranks Promotion. This will definitely affect the morale of troops. Owing to the fact that the MoD is spending huge resources on training, it is fitting that we have results.
5. The major reason for subordinating the training establishments to JFC is that JFC controls all the training resources and is better placed to use them when the need arises. Before the subordination of the TGC to HQ JFC, training resources in the custody of HQ JFC was utilised by JFC for other operational matters which most times caused setbacks for major career training in the MoD/RSLAF. HQ JFC has paid little attention to training hence the non-issuance of training directives or instructions to the training establishments and no record of training

validation report at MoD. This could be attributed to the fact that JFC at the operational level is focused on operations and operational level training conducted at the Battle Schools rather than over stretching to strategic level training like initial military training at AFTC and staff training at Horton Academy (HA).

6. For achieving effective, efficient and optimum SATE:

a. The Training Group should be re-subordinated to the Ministry of Defence (MoD) under the auspices of the ACDS Pers/Trg and BBS should remain under HQ JFC.

b. The ACDS Pers/Trg should hold direct responsibility for the Training Group through the CDS.

c. All training institutions should be answerable to CDS through ACDS Pers/Trg and to be supervised by DDTER in terms of training design, evaluation and validation as well as controlling training resources.

7. This policy shall aim at providing the following virtues:

a. Command and control of training units will be easier.

b. The long chain of command to source for training requirements will be shorter.

c. The Comd TGC will have powers of command to do summary dealings.

d. Performance of Validation duties to ensure that training reflects current operational requirements.

e. Effective development of Training Directives to Training Establishments.

g. Effective assignment of responsibilities to Training Establishments with respect to the design, development, conduct and evaluation of qualifications.

h. Efficient provision of guidance to Training Establishments with respect to priority and funding allocation.

i. Effective provision of direction and guidance to Training Establishments with respect to course design, conduct and evaluation of trainees.

j. Effective preparation of the Annual Training Plan & associated calendar.

k. Effective preparation of Qualification Standards for all IT&E activities.

8. Line Manager should have close eye on the implementation of this policy in order to identify gaps and present for future review.

CONCLUSION

8. Capable and efficient armed force can be achieved by efficient and effective training at all levels in the MoD/RSLAF. This could be achieved through the correct disposition and administration of the training establishments. It is therefore required to appropriately place the training establishments under a chain of command that will ensure effective and efficient training delivery.