

4 Dec 16

**ARTD ASSURANCE FEEDBACK AFC RESPONSE**

Ser	Non-Conformities	AFC Response
1	<p><b>Scope of the TQM.</b> The TQM should contain details of all the key trg processes which indicate compliance to DSAT QS. While AFC(H) does have a TQM, it does not reflect current trg processes. For example, a Unit SOP has been developed on Army Trainer Capability Trainer Development Policy (SOP No. 21 dated 9 Jul 15) and a policy document produced on AFC(H) Continuous Improvement and Assurance (AFC(H)/CIAS/1SO3VAL dated 20 Oct 15).</p> <p><b>TQM.</b> Staff not aware of TQM.  <b>SOPs.</b> New SOPs are on sharepoint somewhere, not included in induction.</p> <p><b>Recommendation:</b> It is appreciated that the TQM is being re-written. During this re-write it is important that all key processes are captured and incorporated to avoid duplication and confusion. Version being rewritten might be renamed and included clearly in induction process.</p>	<p>The existing TQM is promoted as the Training Handbook. It contains a table of hyperlinked documents that ensures that Permanent Staff (PS) have a central document to access all AFC training delivery documentation.</p> <p>Alongside the Supervisory Care and Safeguarding Directive (SCSD) the Training Handbook has been heavily publicised to the PS which has been reinforced with every member of staff receiving an A5 'Policy on a page' document for both the Training Handbook and the SCSD to reinforce the message.</p>
2	<p><b>Observations of Teaching, Learning and Assessment (OTLA).</b></p> <p>The College Training Team staff conduct the majority of staff observations at risk due to difficulties in attaining a place on the AIS/AIL courses. Whilst they are experienced and have appropriate roles to undertake this they are not qualified iaw policy. This Non-qualified risk is in practice being mitigated by SO3 G7/G9 who ensures that all staff are mentored, given direction on form completion, quality of feedback etc. This practice/risk is not however communicated in QIAP/ Risk registers and does not link directly to the new SOP for Army Trainer Capability.</p> <p><b>Recommendation:</b> Mitigation measures are appropriate given constraints however must be included in the College QIAP and risk register. This must be linked to non-conformity of the TQM (the ATC policy is currently an SOP this must be incorporated into a complete TQM or equivalently named document to ensure coherence and transparency, rather than an isolated SOP).</p>	<p>The AFC has an AIS franchise and has run two courses to ensure that sufficient trained staff are available.</p> <p>Following direction from ASLS the AFC has a single AIL. This has resulted in the creation of lead Trainer Mentors at coy level to ensure that the ATC policy is enacted.</p> <p>Ensuring all aspects of ATC are delivered is difficult based on the current CHQ manning and is dependent upon coy lead Trainer Mentors conducting their role.</p> <p>The Trainer Development Policy is hyperlinked from the Training Handbook.</p>

Ser	Observations	AFC Response
1	<p><b>Use of untrained personnel.</b> There is concern over SQEP and issues over DBS and qualifications on arrival. Units not allowing NCOs to attend instructor courses eg DTTT2, SAA, BCD, CBRN prior to arrival.</p> <ul style="list-style-type: none"> <li>• Manning is in effect less than 100% due to instructors awaiting above.</li> <li>• Some instructor posts (Imjin PI and Trg Team) are on black economy.</li> <li>• Goalposts being moved eg Team Medic qual now required prior to BCD instructor.</li> <li>• Lack of prior-to-arrival DBS checks and DBS failures following a significant time 'at risk' in an instructor role is compounding manning and SQEP issues.</li> <li>•</li> </ul> <p><b>Recommendations:</b> Clear direction to be given to units as to the courses required, possibly via an ARTD roadshow (similar to SF presentations/ at same time). Investigate manning uplift options to cover the "gaps" created by instructors arriving unqualified. ASLS choke point should be addressed. Ensure APC aware of issue.</p> <p><b>DBS checks prior to arrival in ARTD Ops Gps is critical.</b></p>	<p>1. DTTTv2 – AFC in conjunction with ASLS run a course in Sep each year at AFC for all new instructors to complete; usually 40-45 in total. Anyone else falling outside those timelines attend at ASLS within the 3 months of arrival (if not before) as directed in ATC policy. This is monitored via Coy 2ICs and relay to SO3 G7 who is the AFC AIL lead.</p> <p>2. DBS – CO's policy is clear; ability to deliver training/be on-site is reviewed on a case-by-case basis by the CO. Nobody in Trg role allowed on site; enablers on case-by-case but each role under review. Timeliness of DBS application has improved dramatically so very few &lt;5% arriving without DBS.</p> <p>3. SQEP – AFC runs internal DCC/SAA courses through SASC cohort to deliver qualifications. NCOs/Oftrs given opportunities to attend IOT qualify to deliver trg – no PS allowed to deliver if not qualified. This is picked up on as part of the Self-Assessment process but not accessed as a major issue. And is being managed at Coy-level.</p>
2	<p><b>Op ROCKET.</b> JS arriving up to 3 weeks after start of course is almost unworkable. In the instance of the most recent OP ROCKET there was HIGH RISK attached to the 'Safe Systems of Training', specifically related to the trg pipeline for SAA training in preparation for Live Firing.</p> <p>ROCKET appears inefficient; causes difficulties for instructors who have to help JS catch up. Many poor quality JS from ROCKET who leave.</p>	<p>Op ROCKET is a directed enduring ARTD task.</p>
3	<p><b>Observation of Training</b></p> <ul style="list-style-type: none"> <li>• PI staff were all aware of the instructor monitoring policy; were positive about this process and although not all staff are yet SQEP the formalised observations are happening in classrooms and on exercise etc.</li> </ul> <p><b>Contract Monitoring TQ Pearson</b></p> <p>OTLA. Observations of training are being conducted under a new rewrite of policy, with the CI planning to conduct Quarterly checks of observations.</p>	<p>OTLA continues to be conducted at coy level as directed by the Trainer Development Policy. This is monitored by the CI. In order to increase the capacity of conducted OTLA there is a planned surge in Jan 17 to be led by the Validation Officer.</p> <p>The Pearson TQ OTLA process is monitored through the Apprenticeship Working Group.</p>

	<p><b>Recommendation:</b> As this has not yet been fully implemented and there are issues regarding the SQEP of those conducting observation this requires close monitoring by HQ and CI. All SQEP issues related to observers should be included in the Risk register. Communication of the requirement as part of change management will be key as already identified by the HQ.</p>	
4	<p>PI staff felt CISPs “disappeared into the ether” and did not result in any action being taken.</p> <p><b>Recommendation:</b> The communication of this part of the validation process should be enhanced (at 2IC Coy level?). Feedback loops at all levels are critical.</p> <p><b>Validation Data Gathering from Civilian Staff.</b> Validation data is not routinely gathered from TQ Pearson civilian staff.</p> <p><b>Recommendation:</b> The routine data gathering for validation purposes from military PS is extended to civilian staff.</p>	<p>CISP feedback is provided direct to the individual who submitted the suggestion where the name has been recorded.</p> <p>All feedback is publicised on A1 posters that are located in the Junior Soldier Dining Facility (JSDF) and Welfare Centre.</p> <p>Further investigation is to be conducted on how to broaden the CISP feedback and the gathering of Civil Servant feedback.</p>
5	<p><b>No Written Policy on Insurance of IAP Members.</b> There is a need for IAP members to come onsite and visit AFC(H) JS, either at the college itself or in the field. There is a lack of clarity on the insurance cover for IAP members should they be injured on one of these visits.</p> <p><b>Recommendation:</b> Direction to be given from ARTD on insurance cover for IAP members.</p>	ARTD task.
6	<p><b>IAP Hospitality.</b></p> <p>There is no clarity on how IAP members are insured when present at AFC(H) training locations or Realities of War trip. It was also noted that ‘Hospitality’ to IAP is very limited.</p> <p>IAP are unpaid volunteer civilians who, if injured, are not currently insured may not use Army medical facilities.</p> <p>AFC(H) would like to be able to give IAP meals when they attend training events.</p> <p><b>Recommendation:</b> ARTD to clarify insurance situation and whether meals may be provided.</p>	ARTD task.
7	<p><b>1<sup>st</sup> Party Assurance Scope.</b> DSAT QS indicates that the organisation should conduct first party (internal) audits to determine whether the management of training system conforms to the requirements of DSAT QS and to the MTS requirements established by the organisation. Due to the fact that the TQM is not current, there is a mismatch between the scope of the 1<sup>st</sup> Party Assurance process and the full scope of the MTS.</p> <p><b>Recommendation:</b> Once the TQM and Trg SOPs are rationalised and brought into line, the scope of the 1<sup>st</sup> Party Assurance process is reviewed to ensure all key processes are captured .</p>	<p>First Party Assurance has been routinely conducted.</p> <p>The process is currently going through a refresh by the Validation Officer to ensure that the question set accurately assures the extant AFC processes.</p>

8	<p><b>Access to Validation Reports and Validation Matrices.</b> While the reporting of validation issues and action is good practice, there is some evidence that PS are not getting visibility of the closure of actions which they have raised. This seems partly to do with lack of PS access to MOSS and problems passing Validation Reports down the CoC.</p> <p><b>Recommendation:</b> All PS be given some form of access to DII terminals.</p>	<p>All validation reports are passed to the coy CoC.</p> <p>The Dii Business Case is ongoing and it is hoped that Dii access down to platoon level will be secured by early 2017.</p>
9	<p><b>Pre-Employment Trg.</b> Of 106 PS arrivals in 2015, 82 have required some form of pre-employment trg which should have been done prior to arrival. 15 of these had to be away from AFC(H) for 34 days, with most requiring 3-4 days of absence. No policy exists to indicate what actions the RCMO should take to rectify this. The new RCMO intends to be pro-active and contact the RCMO of supplying units to ensure PS are properly qualified prior to arrival.</p> <p><b>Recommendation:</b> The RCMO should trial this approach and should it prove successful, the approach should be captured in AFC(H) policy. The issue should be raised to the QIAP and monitored.</p>	<p>The management of PS who arrive without PET completed remains challenging and consumes a considerable amount of time for the RCMO.</p> <p>The AFC have implemented the following mitigation – delivery of DTTTv2 course on site in Sep 16 and it is hoped in Sep 17 as well. Delivery of AIS, JNCO CLM Part 3 and ASAA courses.</p>
10	<p><b>Prioritisation of Training Areas.</b></p> <p>Due to AFC (H)'s low priority in terms of Trg area allocation, the college has recently experienced more frequent late notice (2 weeks) cancellations. This is presenting a significant risk to trg as demand for trg areas is increasingly difficult to re-arrange at late notice. In the last instances of cancellations (other users being given late notice priority) the Trg Officer and team have managed to resolve through individual effort. However this is not a sustainable solution and presents a Medium risk to trg outputs and increased probability that trg deficiencies will occur.</p> <p><b>Recommendation:</b> This issue is not captured on the College risk register- this is a must and any occurrence of late notice cancellation of Trg area must be monitored, and risk assessed by the HQ. If prioritisation status cannot be changed then pre-planned mitigation measures may be necessary.</p>	<p>This issue is not currently perceived to be a significant risk.</p>
11	<p><b>SQEP and SOTR issues for SAA Trg for PS at AFC(H).</b> It was evident from interviews with the Trg Officer and Trg team that the majority of Phase 1 instructors arrive at AFC(H) without the requisite SAA qualifications due to an inability to get a place on a course prior to arrival. This is a particularly acute issue for the non-infantry capbadges. As a result the Trg Officer (SASC) and QMSI (SASC) have been required to deliver the SAA qualification courses in-house without additional resource. They have also been inundated by requests from Field Army units (not</p>	<p>ITG task.</p>

	<p>connected to AFC(H) manning) to exploit these 'in-house' courses to qualify non AFC(H) personnel. This indicates that the actual requirement and agreed SOTR is out of sync.</p> <p><b>Recommendation:</b> SOTR for SAA Trg is reviewed as a matter of urgency , particularly for the Phase 1 instructor (non-infantry requirement).</p>	
12	<p><b>Defence Community Police Officer.</b> This appointment is funded by LAND not AFC(H). The funding line is due for review in Mar 16 and there is a danger that if not actively staffed it may be lost. This role provides important support and SME input to safeguarding implementation within AFC(H) and it provides a critical liaison role with the North Yorkshire Police (PREVENT facilitator, CEOP TTT ambassador, REASSURE security resources (sniffer dogs and search teams to support Graduation parades/Families days). If funding is not continued then this provision will be lost.</p>	The funding for the DCPO has now been extended.
13	<p><b>Professional Development.</b> Concern over career development for NCOs who are not allowed time to attend career courses (eg Senior Brecon or LFTT). There is a concern that the attraction of posting to AFC(H) as an instructor may decline. May be difficult to attract the best NCOs if this is not improved. There is particular disenchantment when in contact, PI Comds are allowed time to attend their courses eg CTW and JOTAC .</p> <ul style="list-style-type: none"> <li>Marketing of NCO instructor slots might be better.</li> <li>Instructor posts vary in terms of being good for a career depending on capbadge</li> </ul> <p><b>Recommendation:</b> Manning levels are reviewed so that NCOs can be released to attend career courses. ARTD roadshow.</p>	<p>The AFC is consistently training at near capacity and will be at full capacity in Sep 17. PS manning at the AFC meets the requirement but does not take into consideration soft gapping to enable PS to attend career courses.</p> <p>Soft gapping is managed at coy level but is an issue that is being monitored by HQ ITG in order that appropriate action can be taken.</p>
14	<p><b>Induction and Staff development.</b></p> <ul style="list-style-type: none"> <li>PI Comds are 2<sup>nd</sup> tour officers and generally only posted for 12-18 months due to other career courses/career compression hence only see 1 long course or 2 short courses from start to finish.</li> <li>Imbalance between capbadges for PI Comds eg no REME PI Comd despite 24 REME JS per short course.</li> <li>Quality of PI Comd handovers vary greatly.</li> <li>PI Comds did not feel they were aware of whole College issues.</li> <li>JIs for JS not seen by PI staff.</li> <li>Sharing of best practices / lesson learnt was not formalised.</li> </ul> <p><b>Recommendations:</b> AFC(H) to ensure greater standardisation of HO folders; PI Comds to shadow where possible (especially on exercises) or more formal mentoring on arrival. Enhanced</p>	<p>The AFC Induction Policy has been reviewed and implemented. There are three structured stages to the AFC induction process that includes the first week, first three months and the first six months.</p> <p>The Induction Course that must be completed in the first three months of arrival at the College is being reviewed to ensure that it adequately informs new members of PS.</p> <p>The selection of OR instructors is conducted by APC. This is the same for all ITG units and therefore influencing change in this area needs collective engagement.</p>

	<p>communication (via 2IC Coy?) to PI Comds. Review of PIDs for PI Comds (balance across capbadge?)</p> <p>There is no clear selection process of OR instructors which means that quality, interest and suitability for a Junior Entry Phase 1 environment also varies greatly. This is being mitigated well with a updated Induction process (not yet implemented) which should address these issues. The intent to conduct Induction on immediate arrival, with induction for legacy instructors and continuous Improvement induction/try focussed on the U18 requirement is a positive initiative.</p> <p><b>Recommendation:</b> Implementation of this new induction process (programming issues incl) is communicated through the whole chain of command (down to the most junior instructor) and 'added value' is monitored carefully.</p>	
15	<p><b>G1/Discipline</b></p> <ul style="list-style-type: none"> <li>• PI staff all had concerns over discipline of the JS and the restriction on penalties that might be imposed in F6W and thereafter.</li> <li>• There is no easy/clear way to effect PI Staff ideas for appropriate disciplinary action via College HQ (eg sending a JS to bed early if they fall asleep in lessons).</li> <li>• Concern was expressed over the JS behaviour in Education (with TQ Pearson staff) and vandalism in that area.</li> <li>• Concern was expressed over the lack of control over parents sending parcels of cigarettes, tobacco and lighter fluid in addition to large amounts of sweets.</li> <li>• Concern was expressed over the contents of vending machines that allowed JS to consume sugary drinks, sweets and crisps in larger proportions than is healthy (or good for concentration or learning).</li> </ul> <p>It was perceived by staff that JS know the limitations of the system and are adept at exploiting them. PI Staff authority is undermined. TQ Pearson staff do not always manage effective classroom control. The perception was also that JS may well leave later training at ITC or RACTR as they are not prepared for the culture / discipline differences there.</p> <p><b>Recommendations:</b> Review of additional effective deterrent measures that might be employed with JS. Review of discipline in Education phase. Review of vending machine contents. Link to induction and approach to be used with JS. More discussion on discipline issues between military and TQ Pearson staff.</p>	<p>Discipline management continues to be an area that is routinely reviewed by the RSM. InVal is monitored to ensure that PS concerns are acknowledged and addressed.</p> <p>Further opportunities to discuss the management of discipline during periods of education are to be arranged. This will bring Pearson TQ staff and targeted representation from the CoC together in order to share concerns and good practice.</p>
16	<p><b>G1 Med</b></p> <p>Concern over amount of paracetamol handed out by the medical centre to JS which then have to be managed by Sect Comds.</p>	<p>This will continue to be monitored.</p>

17	<p><b>Leadership &amp; Management</b>  PI NCOs felt micro-managed, watched and that they had to watch their backs all the time by the CoC.</p>	<p>In an U18 year old Phase 1 training establishment that is not able to select its instructors there will always be a challenge in balancing the need to assure the standard of training delivery without micro-managing the staff.</p> <p>This is an area that is captured in the CO's Command Compact – 'Empower your subordinates'.</p>
18	<p><b>JE Leadership package.</b> This policy and concept is being developed by OC P Coy and is viewed as very positive practice.:   <b>Recommendations:</b> it is recommended that OC P Coy liaises with ARTD Trg Dev SO2 L&amp;D Maj Matt England to take advantage of corporate knowledge in this area.</p>	<p>The new AFC Leadership Policy has been implemented and is available for external review.</p>
19	<p><b>Retention Officer</b></p> <ul style="list-style-type: none"> <li>• PI Sgt concern over Retention Officer impact on JS leaving as it was felt she was not working with the NCOs.</li> </ul>	<p>The Retention Officer has had a very positive effect at the College. In some areas this has challenged individual delivery of Junior Soldier support.</p> <p>The delivery model has matured and the Business Case to secure the longevity of this post currently sits with ARTD.</p>
20	<p><b>IT Resources/ Communications</b></p> <ul style="list-style-type: none"> <li>• Limited access to Dii for PI staff.</li> <li>• Difficulty getting on to JPA and MOSS.</li> <li>• Difficulty contacting other military units / people.</li> <li>• Sharepoint is good wrt lessons but not that user-friendly to access initially.</li> </ul> <p>No VLE or moodle. JS use a workbook they complete, rather than technology.  PI Staff have to access dii. JPA etc via ETS Office or wait for access elsewhere. Inefficient use of time and frustrating. May miss out on information being sent via dii. Access to Battlebox sometimes difficult.</p>	<p>The Business Case is currently with ARTD and is hoped to result in the delivery of Dii down to platoon level in early 2017.</p>
21	<p>Administrative difficulties caused by number of female JS on occasion.  Example given of additional 8 girls added to a PI in Cambrai; required additional Sect Comd; consequences for travel to range (ie additional tpt as cannot all fit on coach); accn on different corridor to other female JS etc  <b>Recommendation:</b> College to continue to monitor situation and provide notes to HO folder for future similar situation with lessons learned as appropriate.</p>	<p>The male – female Junior Soldier balance has and continues to be briefed to ARTD. However the drive to ensure as many Junior Soldiers are trained as possible results in an imbalance.</p>

22	<p><b>Communication between RG , AFC(H) and Field Army</b></p> <ul style="list-style-type: none"> <li>• Lack of prior info on JS for PI Staff other than grade at selection and GTI scores.</li> <li>• No prior warning of SpLD.</li> <li>• Welfare Officer communication with PI Comd is good in general.</li> <li>• No logging of informal Sect Comd/PI COmd discussions on JS.</li> <li>• A phone log is used for all calls from JS parents/ guardians etc.</li> </ul> <p><b>Recommendations:</b> The need to provide a clear audit trail of info on JS might be included in induction. College to explore means of improving communication on handovers (JS might be required to write a page about themselves on arrival – quick way of finding out if any writing difficulties and what JS are prepared to say about themselves as a precursor to interviews).</p>	<p>This issue was recently raised when it was highlighted that other Phase 1 schools receive considerably more information than AFC. This is an area that is being investigated further with Recruiting Group.</p>
23	<p><b>Induction procedures.</b></p> <ul style="list-style-type: none"> <li>• Sect Comds commented on the negative effect of PI Comds changing every 12-18 months. OCs also changed frequently eg one had stayed 9 months, another 12 months recently. Sect Comds felt it took 12 months to learn how to treat/motivate JS.</li> </ul> <p><b>Recommendation:</b> Review induction to ensure it includes as much as possible on how to manage JS to speed up NCO assimilation on this.</p> <ul style="list-style-type: none"> <li>• They did not know if there was an ITSO at AFC(H).</li> </ul> <p><b>Recommendations:</b> Internet security and other technology related issues to be enhanced in induction so PI Staff are more aware of all digital dangers to JS.</p>	<p>The induction process has been reviewed and implemented.</p> <p>All new staff receive an AFC bespoke Safeguarding training solution that includes guidance on: child sexual exploitation, online security and Prevent.</p>
24	<p><b>Catering Facility.</b> The following areas of concern were universally highlighted during the 2 JS focus groups: crockery is often dirty; dinner regularly appears to be the left overs from lunch; staff cleanliness and attitude; choices are limited for those who can't attend meals until the latter part of the opening time. JS felt that to complain would be fruitless.</p> <p><b>Recommendation:</b> RCWO continue to monitor and assure the catering facility. PI staff elicit regular feedback from JS. <b>RCWO</b></p>	<p>This continues to be monitored by the CMO, RCWO and IAP.</p>
25	<p><b>Accommodation - heating.</b> Female JS highlighted a lack of heating in some of their rooms; they had not reported it thinking instead that cold rooms were part of Army life.</p> <p><b>Recommendation:</b> monitor the temperature in JS accommodation. Brief the JS on what is acceptable and how to report issues with their accommodation. Add to the CRA where the situation cannot be rectified immediately. <b>QM</b></p>	<p>This continues to be monitored by the CMO, CoC and the IAP.</p>
26	<p><b>Accommodation – Showers.</b> Male and female JS described the problems associated with showering when a whole troop has to move through quickly in the mornings and after PT sessions: too many people using too few showers; the lack of hot water and water pressure for those showering last. Some also raised concerns over the communal nature of the showers.</p>	<p>This will be investigated further by the CMO.</p> <p>Separate shower facilities have now been provided by the installation of a shower over the bath.</p>



	<p><b>Recommendation:</b> Where possible the showers should be up scaled to comply with the ratio and construction detailed in JSP 315 (1 shower to 4 people, showers separately partitioned). <b>QM</b></p>	
27	<p><b>Isolated Location.</b> AFC(H) is in an isolated location not well served by public transport. (See SAR, B-2 Threats).</p> <p><b>Recommendation:</b> continue to monitor JS requirements to travel and supply transport when appropriate and practical. <b>College HQ</b></p>	This continues to be monitored.
28	<p><b>Medicals.</b> JS are not medically screened to assess them fit for service until they are at the AFC(H). This results in some JS being discharged within days of arriving.</p> <p><b>Recommendation:</b> Recruiting Group review the system with a view to screening for medical fitness to serve, both mental and physical, prior to being enlisted. <b>Recruiting Group</b></p>	Recruiting Group task.
29	<p><b>Numeracy and Literacy.</b> JS arriving at the College with numeracy and or literacy at L2 find the lessons boring, uninspiring and lacking any meaningful differentiation. Set placement is based on their maths diagnostic which may render them in an inappropriate set for literacy. Scottish JS reported that their qualifications are not recognised by the provider. (See SAR, C-4, Ed QIP, A1, D1)</p> <p><b>Recommendations:</b> continued investment and application of the L2 Stretch programme made. Investigate the possibility of translating Scottish qualifications into English ones acceptable to the provider. Allocate students to sets appropriate to their diagnostic results in each subject. <b>Chief Instructor, TQ Pearson.</b></p>	The College has now introduced a L3 BTEC to be completed by Junior Soldiers who arrive having already achieved L2 English and Maths.
30	<p><b>Civilian – Military Understanding.</b> JS feel that the civilian instructors do not understand the military, its ethos, unique nature and demographic. (Military staff also reported that they felt that the civilian education staff were not fully aware of how to deal with JS). (See QIP, B8).</p> <p><b>Recommendation:</b> review civilian induction and CPD to ensure that staff receive adequate understanding of the unique nature of the military and in particular junior soldiers. <b>Chief Instructor, TQ Pearson.</b></p>	Opportunities to enable Pearson TQ staff to spend more time with the military to expand their understanding are being explored.
31	<p><b>Pre-Arrival Information.</b> JS reported that they had received access to several versions of the suggested kit list prior to arrival, all of which failed, in their view, to provide adequate information prior to arriving at the College. They also criticized the MoD website as providing insufficient and out of date information. (See QIP B9).</p> <p><b>Recommendation:</b> review the website and the accuracy of the information provided. <b>Recruiting Group, College HQ.</b></p>	<p>The AFC JIs have been updated to ensure that it is clear what intake the JIs are applicable to. JIs have been updated based on JS feedback.</p> <p>The Army website has been updated. JS receive a welcome letter from the AFC.</p>

32	<p><b>Understanding Junior Soldiers.</b> Some instructors struggle to come to terms with the implications of dealing with JS and the unique and nuanced environment. (Captured in CRA, E29/10/2015, C-1, ser 4 and QIP, A13). Examples cited during the visit: JS not robust; discipline too easy; Med Centre too soft.</p> <p><b>Recommendation:</b> Continue to develop the Induction programme's contents and reinforce the central principles through CPD. <b>Chief Instructor</b></p>	<p>The AFC has placed significant focus on raising PS awareness of the differences, challenges and rewards of training U18 year olds. This is reflected in the revised induction process.</p>
33	<p><b>Transition to Phase 2 Training.</b> Anecdotal evidence suggests that the latter parts of the short and long courses do not raise the standard and expectations required of the JS in preparation for Phase 2 training as an adult.</p> <p><b>Recommendation:</b> the training programme is reviewed to consider the necessity for a gradual change in the courses to end at a position that will afford the JS the smoothest transition to an adult regimen. <b>Chief Instructor</b></p>	<p>This continues to be monitored with the CO highlighting where he wishes to see progression in the programme.</p>
34	<p><b>Housing.</b> Anecdotal evidence gathered highlighted a perceived issue with the allocation of housing. The main issue raised was of obtaining a quarter local to AFC(H). It appears that despite there being empty quarters of the appropriate grade available locally, houses are often allocated outside of the local area.</p> <p><b>Recommendation:</b> Local housing solutions are fully exploited before resorting to allocating outside of the local area. <b>Carilion-Amey</b></p>	<p>Carilion-Amey task.</p>
35	<p><b>Work/Life Balance.</b> Anecdotal evidence, supported by a College HQ review, suggests that there is an issue for some PS over managing an acceptable work/life balance. Interview results were not conclusive, however the evidence points to the first six weeks of both courses and the duration of the short course as being of concern.</p>	<p>The F6W at the AFC are recognised intense period for PS at the College. This is mitigated by the introduction of a greater time between courses; increased leave allocation and the introduction of long weekends.</p>