CHAPTER 97

PROFESSIONAL MILITARY EDUCATION (PME)

(Co-sponsors: NAVY PEOPLE-PSP LD Pol SO1
NAVY TRG CTCRM-CW CORPSTUTOR01)

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CHAPTER 97

SECTION 1

ROYAL NAVY OFFICER PROFESSIONAL MILITARY EDUCATION

9701. Introduction

a. This section is to inform RN Officers, and where relevant RM Officers, and their chain of command about the requirements and opportunities of Professional Military Education. It has recently been moved from BRd 8374 and is due to be fully reviewed and updated for the next edition of BRd 3(1).

9702. RN Intermediate Command and Staff Course (Maritime) (ICSC(M))

a. The RN ICSC(M) is a single Service staff course aimed to equip officers for the full range of junior staff and command assignments and to evaluate their potential for further staff training. There are five courses each year, each lasting eight weeks. Typically, some 30-40 students attend each course. Career Managers select students to attend at a time best suited to their individual careers, specialist training and employment. Most students will have spent some eight to ten years in the service, but age and seniority ranges can vary.

b. The ICSC(M) syllabus includes staff skills, knowledge of the UK Armed Forces and defence studies. The course is structured to provide a useful lead into the ACSC. Reports of a student's performance on the course include a graded recommendation for a staff assignment, an assessment of the student's potential for further staff training and of their performance in relation to that of other course members. If an officer's overall assessment is unsatisfactory, they may not be credited with an ISC qualification.

c. RM officers may attend the ICSC(M) but normally they will attend the Army Junior Division Staff Course (JDSC) which is better suited to their junior assignments and preparation for command. They may also attend the RM International Maritime Strategy Course (RMIMSC) at JSCSC.

d. **ICSC(MR).**

(1) ICSC(MR) is designed for senior Lts RNR, Capts RMR and for WOs. The course is a condensed version of the 10-week Regular ICSC(M) and consists of a mandatory residential foundation weekend, a period of approximately eight weeks self-study preparation and a 12-day main residential phase. With an emphasis on development of staff skills it aims to prepare Officers and Warrant Officers for Command and Staff appointments at the Staff Officer 2 (SO2) or senior Warrant Officer level:

(a) Within the MR Forces in Unit senior management positions or on the staff of Commander Maritime Reserves (CMR);

(b) In operational staff roles, ashore or afloat, either deployed or in the UK.

(2) Successful completion of ICSC(MR) is a pre-selection requirement for promotion to Lt Cdr RNR/Maj RMR[1] and for selection to senior CMR WO1 appointments.

9703. Advanced Command and Staff Course (ACSC)

a. The purpose of the ACSC is to prepare selected officers for high grade joint and single-Service assignments, up to and including the rank of Captain RN and other Service equivalents, by developing their command, analytical and communication skills and by providing a 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. Selected students are eligible to read for an MA in Defence Studies through King's College, London.

b. Students are drawn from officers of Lieutenant Commander rank or those newly promoted to Commander. Selections are made by Branch Committees, led by the appropriate Naval Personnel Teams, taking account of an officer's performance, potential and overall career management.

c. For RM officers, the guidance and regulations described in the Army Junior Officers' Training and Education Scheme and Staff Selection Handbook (Army Code 71418) are followed closely (although not to the exclusion of discrete RM considerations) reflecting the relevance of Army non-specialist training to the RM.

d. Under Army regulations, RM officers become eligible for selection for staff training in the calendar year in which they reach 31 years, for earliest attendance at ACSC in the calendar year in which they reach age 32. Officers remain eligible to attend until the calendar year in which they reach age 35.

e. Occasionally, RM officers may be selected to attend staff training under the regulations that apply to RN officers.

f. **ACSC(R).**

(1) ACSC(R) is a tri-Service course for senior OF3[2] from each Service. The course includes a mandatory induction weekend, 8 weeks self-study preparation, and a 15-day main residential phase. ACSC(R) aims to develop understanding of policy and strategic issues, single-Service and Joint operations, operational planning, aspects of Command and the management of the Reserve Forces.

[1] Maj RMR are normally required to complete ICSC(Land) but ICSC(MR) is an acceptable alternative – BRd 3(1) Ch 101.
[2] In some cases, OF4s attend.

(2) For MR students, the course provides Command and Staff training in preparation for appointment as an SO1:

(a) Within the MR Forces in Unit Command or on the staff of CMR;

(b) In operational staff roles, ashore or afloat, either deployed or in the UK.

(3) Successful completion of ACSC(R) is a pre-requisite for selection for promotion to Cdr RNR/Lt Col RMR.

9704. Higher Command and Staff Course

The Higher Command and Staff Course takes place annually at the Joint Services Command and Staff College during the period January to April. Attendance is drawn from selected officers of Commodore/Captain rank and equivalent and senior staff from the Civil Service and certain foreign countries. The aim of the course is to prepare selected senior officers and officials for higher command and senior staff assignments. The main themes covered are strategic and operational doctrine, operational art, the nature of high command, campaign planning, the conduct of joint and combined operations and the present and future operational environments.

9705. Overseas Defence Colleges and Single Service Staff Courses

Opportunities exist for reciprocal or exchange attendance of officers on various courses or on the directing staffs of these courses at defence and single-service colleges in other countries. Some vacancies arise on a regular basis and others by special invitation. The Naval Secretary selects officers to meet the requirement. A graduation symbol may be awarded as shown in the Navy List, for example, psc(o) (passed staff course (overseas)) followed by the abbreviation of the country. Countries involved on a regular basis are Australia, Canada, India, Pakistan, Germany, France and Spain. Officers should seek any further advice from their Career Manager.

9706. NATO Defence College

a. The aims of the NATO Defence College in Rome are as follows:

(1) To prepare selected senior service officers and civilian officials, normally of Captain RN rank and equivalent, of NATO member nations for the exercise of high level policy, command and staff functions within the organisation, by studying the military, political, economic, psychological, social, scientific and geographical factors which influence the NATO defence effort.

(2) To promote the development of understanding, the broadening of outlook and the exploration of new approaches to the factors and problems of NATO to assist in strengthening its unity and effectiveness.

b. Courses start in February and September annually and last 23 weeks. Graduates are awarded the symbol 'nadc' in the Navy List. The Naval Secretary selects officers for attendance.

9707. Royal College of Defence Studies (RCDS)

a. The purpose of the RCDS is to give selected members of the Armed Forces (of Captain RN rank and equivalent) and the UK Civil Service the opportunity to study in depth the problems of defence related to international relations and public policy (with emphasis on strategic aspects) in company with representatives of Commonwealth and foreign governments; 40 countries are represented. The aim is to prepare members for senior positions in the direction and management of defence and security and related areas of public policy.

b. The aim is achieved by developing strategic thinking, global perspectives, and a world-wide network of professional contacts through a wide-ranging programme covering political, economic, technological, sociological and management issues, thematic analysis of each region in the world and all aspects of foreign and security policy and international relations. The syllabus involves a broad spectrum of institutional visits as well as study tours to the UK's regions and overseas.

c. Courses start in January and last for one year. Graduates of the College are awarded the symbol 'rcds' in the Navy List. Officers selected to attend the College receive full details of the course on assignment.

d. The training return of service (ROS) obligation for this course, and all other Staff Courses, Defence Fellowships and Degree courses, is shown in the following paragraphs (see also BRd 3(1) Chapter 53).

9708. Maritime Reserves – Command and Staff Training

a. **ICSC(M).** The ICSC(M) follows a modular approach to training, in line with the delivery for regulars. The reserve course is made up of several modules. Each module runs several times a year, controlled by the Royal Navy Division at the JSCSC. The courses are: Naval Analysis Course (NAC) (five days), Preparation Phase (five days) and Foundation Module (12 days based at Shrivenham). Remote learning modules are Understanding Learning (five days), Business Skills (three days), Planning Operations (10 days based at Shrivenham) and a Consolidation Weekend of two days. This is a total requirement of 42 days, over two years. Once the learning pathway has commenced, the course member must complete it within two years. Individuals applying for Command and Staff training must have at least two years seniority as a substantive Lt RNR, Capt RMR or WO.

b. **ACSC(R).** The ACSC(R) follows an initial weekend, followed by a period of study and a 15-day Main Residential Phase:

(1) **Initial Weekend.** Normally a weekend mid-March.

(2) **Main Residential Phase.** Last two weeks of July.

Students on ACSC(R) will need to complete a significant amount of pre-course reading to gain the most from the course. JSCSC will advise what preparations and pre-course reading is required. In addition, students must meet the following criteria:

(1) At least two years seniority as a substantive Lt Cdr or Maj.

(2) Completion of ICSC(MR) or ICSC(M) or ICSC(Land) (RMR Officers).

(3) A recommendation to attend the course in the most recent OJAR.

or

(4) Regular Service equivalents to (3) to (5) above.

c. **Co-ordination and Selection Process.** A CMRTM will be issued each year detailing the process for selection onto the course. Individuals who meet the eligibility criteria and wish to apply are to submit a Training Authorisation Order (TAO) via their unit co-ordinator. All nominations will be provisionally 'enrolled' onto the course by the Course Booking Cell pending final selection. A Command and Staff Training selection board will be convened as per the CMRTM comprising CM RES SO1, SO1 CST and SO1 RNR Training to consider the candidates. Selection is competitive and only those individuals recommended and considered ready for training will be selected by the board. Should the number of candidates exceed the spaces available, a reserve list will be maintained. Successful candidates will be promulgated by signal by the end of January; any reserves will be notified in person. Following promulgation of the signal, the CBC will update JPA and this will generate a JPA workflow to all candidates to confirm or cancel their course booking. JSCSC is responsible for sending out the relevant course joining instructions, specific pre-course reading and overseeing administrative arrangements. Reserve units will remain responsible for administration of pay, allowances and travel to and from the course.

9709. RM International Maritime Strategy Course

The RM IMSC aims to prepare selected RM and RN officers for ACSC and amphibious warfare assignments by developing their analytical and communications skills. The course, which provides a broad understanding and knowledge of the principles and roles of naval warfare with particular reference to the part played by amphibious operations, takes place twice annually and lasts for four weeks. The focus is on all aspects of amphibious operations drawing on amphibious doctrine past and present, historical case studies and analysis of current and future practise. Students are examined on two presentations and three written essays and the course concludes with a viva voce examination with a senior RM Officer and The Dean or Deputy Dean of Studies.

9710. Defence Fellowship Scheme

a. The Defence Fellowship scheme enables high calibre officers with a keen interest in problems of defence to develop their intellectual powers by studying or researching a chosen subject at an advanced level in a University. Defence fellowships are highly regarded, justify diversion from normal employment and, on submission of an acceptable thesis, earn the symbol ‘df’ in the Navy List which is taken into consideration by promotion boards.

b. The subject for study must have application to, or influence on, Defence in a wide interpretation, or direct relevance to the officer’s specialisation. The normal field of choice is higher defence studies, such as, strategy, politics, economics and technology, but consideration may be given to other subjects including personnel management, history and psychology. Candidates are required to approach an appropriate University with their proposed topic of study and to produce a thoroughly prepared analysis of the study, in 750 words, which is considered in the selection process.

c. On completion of the fellowship, officers are required to submit a thesis to MOD (Directorate of Defence Policy) within three months which, including appendices, may not exceed 30,000 words. Copyright belongs to the Crown and approval to publish is required in accordance with BRd 2 Chapter 68. Submission of a thesis for any higher degree is the responsibility of the officer concerned but, if eligible under the statutes of the University, they are encouraged to do so. Officers are to write a short report on their defence fellowship to accompany their thesis.

9711. MPhil Degree in International Relations - Cambridge University

a. The Master of Philosophy degree scheme at Cambridge University enables officers to develop their intellectual powers and extend professional knowledge to meet the demands of staff and other future assignments. The course lasts one academic year and is open to Lieutenant Commanders/equivalent and above, normally aged 35-45. Applicants do not need to be graduates but they must satisfy the University that they are capable of undertaking post-graduate study.

b. Two Defence lecturers are sponsored by MOD in the History Faculty and are known as Teaching Fellows in Defence Studies. These fellows assist in teaching and helping supervise officers. The course includes lectures and seminars which are selected from those given by the faculties of History, Law and Economics, and Politics, and additional special ones covering strategic issues which are of interest to MOD students. Candidates propose a thesis topic related to defence from several fields.

9712. Master of Business Administration (Defence) (MBA(D)) and Master of Business Administration

a. The MBA(D) forms part of the higher education contract administered by DCMT Shrivenham. It confers a higher management qualification orientated to the needs of the Armed Forces. There are two forms of MBA(D), as follows:

(1) The residential MBA begins at the start of the academic year and lasts for 12 months (four academic terms). The RN normally has six places on the course.

(2) The Executive MBA(D) lasts for two years and is based primarily on distance learning, although permission may be given for attendance at eight residential modules (each of eight days' duration) during the course. Commitment to a substantial amount of private study throughout the course will be required. The RN normally has four places on the course.

b. Students will normally be drawn from Lieutenant Commanders or Commanders. Nominations for attendance will be considered within the Navy Command Headquarters/Dir P&T directorate. Considerations will include the applicant's intellectual ability, their potential and the number of years' service remaining. Officers who wish to be considered should seek more information from their Career Manager.

c. While officers may initiate MBA training at any UK University, Service funding is unlikely to be agreed in view of the availability of MBA(D) training.

9713. The Programmes and Projects Master of Science (PPM MSc)

The PPM MSc forms part of the higher education contract administered by DCMT Shrivenham. It confers a higher management qualification orientated to the needs of the Armed Forces and is designed for participants who are developing their roles as programme and project managers. Graduates from the programme will be equipped to be contributors to the implementation of strategic change or the delivery of complex products and/or services through major projects and programmes. The course is designed to enable participants to study for a range of post-graduate qualifications leading to an MSc. The intermediate qualifications leading to this degree are the Postgraduate Certificate and Postgraduate Diploma.

9714. Master of Science (MSc) in Leadership Studies (Defence)

The MSc in Leadership Studies (Defence) forms part of the higher education contract administered by DCMT Shrivenham. It confers a higher management qualification orientated to the needs of the Armed Forces and is designed to appeal to all those who are interested in, or involved with, leadership. Its primary audience will be those who already have some personal experience of leadership practice and who are keen to expand their knowledge and understanding of leadership theory, and to improve their leadership practice. It is not an MSc restricted to the defence sector and will include security and the public services more generally.

9715. Master of Science (MSc) in Defence Acquisition Management

The Cranfield University MSc (and Post Graduate Diploma (PG Dip)/Post Graduate Certificate (PG Cert)) Course in Defence Acquisition Management (DAM) has been developed in concert with the MOD to meet both a defence and educational need. The course is delivered by the Department of Defence Management and Security Analysis (DDMSA). This department includes groups covering Acquisition and Logistics, Mine Action, Disaster Management, Security Studies and Defence Management. The Department is responsible for teaching and researching all concepts of defence management and security studies.

9716. Hudson Fellowship

a. The Hudson Fellowship, usually undertaken at St Anthony's College, Oxford enables senior officers to study International Relations alongside international academic and governmental representatives, whilst conducting specific research in an area relevant to Defence and the officer's particular strategic interests. The Fellowship lasts for one academic year and is aimed primarily at officers of Captain/Colonel rank although those at Commanders/Lieutenant Colonel rank may also apply. The Naval candidate is proposed by the Naval Assistant to the Naval Secretary, through the Assistant Director of Naval Staff (Studies) to the St Anthony's College Fellowship Committee for ratification in June each year.

b. Study at St Anthony's includes participation in the International Relations MPhil seminars, lectures and classes series, presenting a research paper to the MPhil course and producing research for regular consultation with college Professors, culminating in a written thesis of at least 20,000 words.

c. A Junior Hudson Fellowship, of broadly similar content to that described above, is open to Lieutenants or Lieutenant Commanders of any branch. The Fellowship is for one academic year at Christ Church, Oxford. Candidates are proposed to the University by Dir P&T through the Head of Defence Studies.

SECTION 2

RM OFFICER CAREER DEVELOPMENT (RMOCD)

9717. Aim

a. To lay out the requirements of the RMOCD programme covering command, leadership and management (CLM), staff training and education, and core skills to RM, RMR, and Royal Marine Band Service (RMBS) officers. This chapter does not capture personal professional military education (PME), or professional qualifying courses for specific in-branch advancement.

b. This chapter is to inform RM officers[3] and the RM chain of command of the RM OCD programme, including the timescales for completion and requirements for promotion. RM OCD is designed to develop the mental agility, cognition, and professional attributes to operate effectively in the contemporary and future operating environment.

c. The RM OCD model continually evolves to reflect changing Defence, security, political and budgetary imperatives. Change initiatives in the Army, Navy and Joint environments may impact RM OCD. The OCD programme is progressive and provides continuous development. It encourages personal ownership through career progression but is also influenced by the needs of the Service.

9718. Background

a. **Governance and pan-Defence Links.** RM OCD policy is overseen by the RM OCD Steering Group[4], with the RM OCD Working Group[5] coordinating programme delivery. Driven by the requirement for RM officers to operate in both the maritime and land environments, RM OCD draws on elements of both the Army and Royal Navy's OCD programmes, and RM-specific courses as required.

b. **OCD Policy Anomalies.** Annex 97A articulates a standard OCD requirement for RM officers, separated into areas for regular, RMR and RMBS. An individual officer's OCD requirement may however differ from this, and clarification of requirements may be needed[6]. The Corps Tutor should be the initial point of contact for all OCD related enquiries, with career managers (CMs) giving formal/final decisions when needed[7].

[3] RM Officers' covers regular, RMR and RMBS Officers.
[4] DCGRM chaired.
[5] CO Command Wing CTCRM chaired.
[6] For example, an individual who had conducted a legacy MA(C) and MA(A) before the issuing of this DIN would not be expected to conduct an additional MA(B).
[7] This is particularly important around promotion requirements – see para 9 & 10.

c. **RM OCD Principles.** The key principles governing RM OCD are as follows:

(1) The RM chain of command is responsible for monitoring and mentoring officers throughout the programme and providing officers with the time to complete OCD during working days. There remains an enduring need for Cdo Units to provide complementary battlegroup level estimate training and staff writing development as routine development.

(2) Individual officers are responsible for ensuring they complete each element of the OCD programme at the appropriate stage of their career and for ensuring the results are recorded in an accurate and timely manner on JPA. Where they exist, and in liaison with CMs, opportunities should be sought and exploited between appointments to complete courses. All elements of RM OCD are required for promotion eligibility; individual officers must be aware of their specific requirements and progression. CMs will proactively liaise with units to deconflict appropriate times for officers to attend mandated training courses.

(3) The RM Corps Tutors provide advice to RM officers, CMs and the Command on policy matters, including course attendance criteria and content. The Corps Tutors are also responsible for delivering Naval Analysis Courses (NACs), Military Analysis (Module B) (MA(B)) and the Advanced Amphibious Warfare Course (AAWC).

(4) The RM CMs are responsible for career and assignment advice and hold the decision on an officer's eligibility for promotion boards (PBs). CM are also responsible for assigning officers to the key residential command and staff courses.

d. **Revised Officer Entry Scheme/Criteria for Promotion.** Under the terms of the RN's Revised Officer Entry Scheme, from Feb 13, RM Captains with four years of seniority (Capt+4) may be considered for promotion to Major. Officers will not be put forward for PBs without completing the OCD requirement.

9719. RM OCD Pathway until Promotion to Major

Annex 97A tabulates the below requirements and timeline following the completion of RMIOT training (including SCCO, RMR and RMBS) which are also at Ref A. The Junior Officer Leadership Programme 1 (JOLP1) is included in RMYO training.

a. **Junior Officer Leadership Programme Part 2 (JOLP2). (Direct Graduate Entry (DGE) and Direct Entry (DE) only).**

(1) **Aim.** Continuous development of the leadership ability of a junior officer.

(2) **Structure.** Training is conducted during initial Troop Command. It is the chain of command responsibility to ensure individual completion of the JOLP 2 proforma at Annex 97D for all DGE/DE RM officers[8]. JPA action also sits with the unit chain of command.

(3) **Requirement.** JOLP2 is to be completed within an officer's first 12 months as a Troop Commander.

b. **Walcheren Essay (WE).** (DGE/DE/SCCO/RMR).

(1) **Aim.** To develop critical thinking, writing skills, and awareness of RM-related defence issues.

(2) **Structure.** A 2500-word researched essay on a choice of two strategic studies questions (different questions set annually) set by the Corps Academic and CGRM.

(3) **Requirement.** DE, DGE, SCCO, and RMR officers[9] are to complete the WE to be eligible for the PB, the WE is to be completed at any point from initial Tp Comd up to OF2 +4 years[10].

c. **Junior Officer Tactical Awareness Course (JOTAC). (DGE/DE regular; RMR and SCCO at CM discretion).**

(1) **Aim.** To educate junior officers by developing their military knowledge and tactical understanding of sub-unit and BG operations in a combined arms environment in order to prepare them for employment as a junior Captain.

(2) **Structure.** JOTAC is a 4-week residential course at the Junior Division (Jnr Div – Warminster) of Land Command and Staff College (LCSC) (See Ref C). Course applications should be made by RM officers directly via the after CM approval has been given. Students should be conversant with the staff standard for the Army and have completed the below eligibility requirement:

(3) **Eligibility.** MK JOTAC (Regular and Reserve) summative test pass within 6 months of the start of JOTAC (there will be a 1-hour MK entrance assessment on day 1 of the course).

(4) **Requirement.** From the start of TY24/25, RM DE/DGE officers should complete JOTAC ideally as a Lt RM (in line with Army policy). This requirement is only for RM officers from the RMYO 21 Batch onwards. It must be completed to be eligible for OF3 PB, but is not a requirement for promotion for Capt RM.

[8] Once completed, the individual officer can request for the JOLP2 JPA competency to be added to his profile; the hard copy of the signed JOLP2 proforma should be retained by the individual officer for their personal records.
[9] RM Band officers do not need to complete the WE.
[10] This is a substantive timeline change from training year 2023/24.

d. **Military Knowledge Captain's Warfare Course.** (MK CWC - previously Junior Command and Staff Course (Land) (JCSC(L)). (DGE/DE only, SCCO at CM discretion).

(1) **Aim.** To deliver the additional underpinning military knowledge required by Captains attending CWC.

(2) **Structure.** MK CWC is an on-line course accessible via the Intranet/Internet. Further details on MK JCSC(L) can be found at Ref B.

(3) **Eligibility.** MK CWC is a pre-requisite for attendance on the CWC.

e. **Captain's Warfare Course (CWC) (6 weeks).** (DGE/DE only, SCCO at CM discretion).

(1) **Aim.** To provide the functional knowledge and understanding of combat and staff procedures in a combined arms environment at battlegroup and brigade levels in order to prepare Capts for staff appts within units and brigades.

(2) **Structure.** Based at Land Warfare Centre (LWC), The CWC End State is to deliver Captains with the requisite analytical and communication skills, professional knowledge and understanding to fill senior Captain appointments at Regimental Duty, and on the Staff, within the Littoral/Land domain.

(3) **Eligibility.** RM officers are to have completed MA(B) and MK CWC prior to applying for CWC.

(4) **Requirement.** RM officers should complete CWC by Capt +2 in line with Army policy. As SCCO do not need to attend CWC, it is not considered an entry requirement if they are selected for ICSC(L) (see para 8k for details on ICSC(L)). CWC is considered go/no-go criteria for DGE/DE PSB attendance. It is highly unlikely waivers will be granted for non-attendance.

f. **Amphibious Warfare Course (AmphWarC).** (All DE/DGE/SCCR regular and reserves RM officers – once course restarts).

(1) **Aim.** A one-week introduction to the conduct and planning of amphibious operations.

(2) **Structure.** A series of lectures and exercises focusing on the planning of amphibious operations.

(3) **Eligibility.** No strict eligibility criteria for AmphWarC.

(4) **Requirement.** RM officers are encouraged to complete the course by Capt +4; it must be completed to be eligible for OF3 PB (DE/DGE/SCCO and RMR).

(5) **The Course is Currently in Abeyance.** No further delivery of the course planned in the near/mid-term. For RM OF3 PB, AmphWarC will not be required, no action is required by individuals going forward to the OF3 PB.

g. **Military Analysis B (MA(B)) and Naval Analysis Course (NAC).** (All RM officers – RMBS NAC only).

(1) **Aim.** To develop the ability to challenge and test hypotheses, through the medium of contemporary defence studies, so producing the flexibility of mind and analytical skills required by officers. Delivered as two stand-alone one-week modules.

(2) **Structure.** Separate one-week modules:

(a) The MA(B) - 'Britain and International Security' is a one-week module held at various Army Education Centres (AEC) and CTCRM. RM officers may apply to any of these delivery centres (details at Ref D).

(b) The NAC is delivered at CTCRM and Britannia Royal Naval College (BRNC) Dartmouth. Details on application and course dates are at Annex 97C.

(c) The package will develop Captains' powers of analysis and communication skills.

(d) The courses are run at a post-graduate level, featuring a programme of lectures, reading, writing, and seminars.

(3) **Eligibility.** There are no strict eligibility criteria for MA(B)/NAC; RM officers should wait 12 months after passing out of YO training before applying for their first MA(B)/NAC course, additionally there should be a period of at least 6 months between each MA(B)/NAC. Officers who may be loaded onto ICSC(M) (mostly RMBS/SCCO) should attend NAC with a plan to commence the residential elements of ICSC(M) within a further 6-month period.

(4) **Exemptions.** Officers who successfully complete MOD Officers Week and Officer Education Residential are exempt from MA(B).

(5) **Requirement.** DE/DGE and SCCO must complete both modules to be eligible for PB. Legacy MA(A) & MA(C) remain valid qualifications; however, RM officers will no longer be able to enrol on either of these courses. RMR Officers must complete both modules to be eligible for PB. RMBS officers must complete NAC to be eligible for PB. Refs D & E contains course dates and application details. Annex 97C highlights the application process and dates for the NAC delivered by the Corps Tutors at CTCRM. For DE/DGE and SCCO the following additional points apply:

(a) For SCCO 11&12, the academic programme from the SCCO Commissioning Course will count as a MA module.

(b) Successful completion of SF Officers' Week will count as completion of the MA(B) course.

h. **Military Knowledge ICSC(L).** (All officers selected to attend ICSC(L)).

(1) **Aim.** An online distance-learning course delivering the additional underpinning military knowledge required by senior Captains and junior Majors. This is not a criteria for packs to be forwarded to the OF-3 PB.

(2) **Structure.** MK ICSC(L) is an approximately 8-hour online course that must be completed directly before ICSC(L), after selection for promotion.

i. **Advanced Amphibious Warfare Course (AAWC).** (All officers selected to attend ICSC(L), in coordination with CMs).

(1) **Aim.** A four-week academic course to provide an understanding of the principles and roles of naval warfare in British defence policy, with reference to amphibious operations as a service specific update immediately prior to attendance on ICSC(L). This is a CTCRM course that is run by the Corps Tutors at the Joint Services Command and Staff College (JSCSC).

(2) **Structure.** The key themes are as follows:

(a) An update on higher level RN and RM issues and policy.

(b) An overview of international affairs, with a focus on actual and potential conflict zones which might be of concern to British foreign and defence policy.

(c) An examination of historical case studies of amphibious warfare.

(d) The role of the RN and RM in the context of British defence policy.

(e) Current and future developments in naval and amphibious strategy and practice.

(3) **Eligibility.** No strict criteria prior to AAWC.

(4) **Requirement.** This is a mandatory course for DE/DGE RM Officers promoted to Major prior to attendance on ICSC(L). The CM will load the course and will be able to make decisions about individual attendance if operational commitments present attendance difficulties. This is not a criteria for packs to be forwarded to the OF-3 PB.

(a) SCCO Officers will attend at CM discretion if selected to attend ICSC(L).

(b) Any other officer (from UK tri-services or from a foreign service) who would benefit from an academic overview of amphibious warfare.

j. **Director of Music (DoM) Qualification. (RMBS Officers).**

(1) **Aim.** To develop the required skillset to lead and direct a RM Band.

(2) **Structure.** Candidates attend a university or conservatoire. Duration is up to 2 years, managed, administered and assessed by the university or conservatoire attended by the candidate. Both the course and the candidate's progress are monitored by the Royal Marines School of Music (RMSoM).

(3) **Requirement.** This is a mandatory course to be eligible for RMBS PB.

k. **Intermediate Command and Staff Course (Land).** (ICSC(L)) and Intermediate Command and Staff Course (Land Reservist) (ICSC(LR)). (DE/DGE regular and reserve, SCCO at CM discretion).

(1) **Aim.** To prepare Majors for appointments in Sub-Unit command and staff officer up to and including Lieutenant Colonel. They will develop the requisite analytical and communication skills, professional knowledge, understanding and motivation.

(2) **Structure.** ICSC(L) is a 26-week course delivered in two terms.

(a) Term 1. Instils the command and staff fundamentals before students then analyse the UK Defence capability within the international, national strategic and operational context.

(b) Term 2. Focuses on the tactical planning and execution of land operations within a combined, joint, international, and/or multi-agency context. It includes an exchange with US contemporaries.

(3) **Requirement.** All DE/DGE officers on promotion to Major. SCCO will attend at CM discretion[11]. RMR officers will attend Initial Command and Staff Course (Land Reservist) (ICSC(LR)), a 2-week bespoke package, to be eligible for PB.

l. **Intermediate Command and Staff Course (Maritime) (ICSC(M)).** (SCCO (at CM discretion) / RMB offices selected for OF3).

(1) **Aim.** To prepare RN[12] officers for OF3 command, charge and staff (SO2) appointments by further developing their leadership, analytical and communication skills, knowledge of Defence and UK military capabilities and understanding of maritime power.

[11] SCCO attendance on ICSC(L) or ICSC(M) will be at CM discretion.
[12] RN refers to all elements of the Royal Navy including the RN, RM, RFA, QARNNS (1SL direction 2020).

(2) **Structure.** ICSC(M) consists of two residential modules delivered at the Joint Services Command and Staff College (JSCSC), the Defence Academy (DEFAC) of the United Kingdom, Shrivenham.

(a) **Module 1.** The conceptual element. It lasts 4 weeks and covers: the international environment, maritime power, joint operations, and self-awareness. Completion of Module 1 is a pre-requisite to attendance on Module 2, including for RNR students.

(b) **Module 2.** The practical element. It requires successful completion of Module 1, lasts 5 weeks and covers: planning, organisational leadership, and wider command and staff skills.

(3) **Eligibility.** RM officers selected for ICSC(M) will need to have completed NAC within the 6 months prior to being loaded onto the course.

(4) **Requirement.** SCCO Officers will attend at CM discretion. RMBS Officers will attend ICSC(M) within 12 months of promotion to Major. This is not a criteria for packs to be forwarded to the OF-3 PB.

9720. OF3 Promotion Process

a. For Captains to be considered at the PB, they must have completed **all required** elements of the RM OCD package for their seniority. The criteria for attendance at the OF3 Promotion Selection Board are in accordance with para 9719, and summarised at Annex 97A. Criteria vary between cohorts (DE, SCCO, RMBS, and RMR), but must be completed no later than 31 July for eligible candidates' packs to be forwarded to the PSB. Exemptions must be sought through direct communications with the relevant CM no later than 31 Jul as per para 9705. Once selected at the PB, criteria for substantive promotion is to be in date for the annual mandated fitness test[13].

b. It is responsibility of the subject officer to ensure that requisite OCD competencies are recorded on JPA once complete. The list of OCD JPA competencies is at Annex 97B.

9721. OCD Waiver Policy

Individuals who cannot attend required elements of OCD may apply to their CM for a waiver to be eligible for PB. Waivers will only be granted due to significant, extenuating and unpredicted circumstances. A waiver request should be endorsed by the subject officer's CO and emailed to the RM CM no later than 31 Jul. Waiver requests should contain the following:

a. Name, Service Number, Rank, Seniority and SQ.

b. Dates of OCD courses completed.

c. Details of reason that required element of OCD could not be completed.

d. Estimate of when required element of OCD could be completed.

[13] Subject to specific medical criteria.

9722. Points Of Contact. The RM Corps Tutors are the principal source of advice on all aspects of RM OCD. Contact details are as follows:

a. Mil: 93785 4595 Tel: 01392 414595.

b. Email: NAVY TRG CTCRM-CW CORPSTUTOR01

ANNEX 97A

RM OFFICER CAREER DEVELOPMENT COURSE DEADLINES

	RMYO	SCCO	RMR	RMBS
JOLP 2	Completed within first year of pass out of RMIOT.	N/A		
Walcheren Essay	Completed after promotion to Capt RM. Required to be eligible for PB.			N/A
MK JOTAC	Required to be eligible for PB.	CM discretion	CM discretion **(not RMR SCCO).**	N/A
JOTAC	Required to be eligible for PB.	CM discretion	CM discretion **(not RMR SCCO).**	N/A
MK CWC	Required to be eligible for PB.[1]	CM discretion	CM discretion **(not RMR SCCO).**	N/A
CWC	Required to be eligible for PB.[2]	CM discretion	CM discretion **(not RMR SCCO).**	N/A
AmphWarCse	Not required for RM OF3 PB 2022 or 2023 (normally would be required to be eligible for PSB[3]). **(Not required for SCCO 11&12[4]).**			N/A
1st Military Analysis (MA(B)) / Naval Analysis Course (NAC)	Required to be eligible for PB.			N/A
2nd MA(B) or NAC	Required to be eligible for PB.[5] **(Not required for SCCO 11&12[6])**			NAC. Required to be

[1] Legacy MK 2 is equivalent to MK JCSC(L) for promotion purposes. MK CWC would still need to be completed to attend CWC.
[2] DGE/DE who obtained 4 years seniority on or after 1 Sep 13 have to do CWC. DGE/DE who obtained 4 years seniority before the 1 Sep 13 do not need to do CWC. Captains are encouraged to try and achieve CWC by Capt +2.
[3] DGE/DE who obtained 4 years seniority on or after 1 Sep 13 have to do AmphWarCse. DGE/DE who obtained 4 years seniority before the 1 Sep 13 do not need to do AmphWarC.
[4] SCCO11&12 (year naming is based on training year) is accredited with equivalence of MA A from content of SCCO course.
[5] Completion of SF selection officer's week is accredited as MA(B). Legacy MA(A) & MA(C) are equivalent to MAB or NAC. NAC to be enforced as of OF3 PB 2018.
[6] SCCO11&12 (year naming is based on training year) is accredited with equivalence of MA A from content of SCCO course.

				eligible for PB.
Advanced Amphibious Warfare Course (AAWC)	On promotion to Major, prior to ICSC(L)[7]	CM discretion (candidates for ICSC(L) will attend AAWC)	N/A	N/A
Director of Music (DoM) qualification	N/A	N/A	N/A	Required to be eligible for PB.
ICSC(L)	On promotion to Major	CM discretion	ICSC(LR)[8] Required to be eligible for PB.	N/A
ICSC(M)	N/A	CM discretion	N/A	On promotion to Major

[7] Waiver to be granted by CM for those selected Major who cannot attend.
[8] Land Reservist - 2-week Intermediate Command and Staff Course.

Figure 97A-1. RM OCD Progression to OF3

ICSC(M)	Intermediate Command and Staff Course (Maritime) – 8 weeks (RMBS, SCCO* post-PB)
OR	
ICSC(L)	Intermediate Command and Staff Course (Land) – 26 weeks (DE/DGE/SCCO*/RMR ICSC(LR) to be eligible for PB)
AAWC	Advanced Amphibious Warfare Course – 4 weeks (DE*/DGE*/SCCO* post-PB)
	Maj
MA(B) / NAC	Military Analysis (B) (MA(B))/Naval Analysis Course (NAC) - 1-week modules (DE/DGE/SCCO/RMR. RMBS NAC only to be eligible for PB)
AmphWarC	Amphibious Warfare Course - 1 week - course in obeyance; see para 8f (not required for DE/DGE/SCCO/RMR to be eligible for RM OF3 PB)
CWC	Captains Warfare Course – 6 weeks (DE/DGE to be eligible for PB)
MK CWC	Military Knowledge CWC – online package (DE/DGE to be eligible for PB)
WE	Walcheren Essay – (DE/DGE/SCCO/RMR (not RMBS)) to be completed after promotion to Capt RM
	Capt
JOTAC	Junior Officers' Tactical Awareness Course – 4 weeks (DE/DGE) (RMR*). For RMYO 20 onwards from TY 23/24
MK JOTAC	Military Knowledge JOTAC – online package (DE/DGE) (RMR*)
JOLP 2	Junior Officers' Leadership Package 2 – completed in first year post-RMYO training (DE/DGE)
RMCC and JOLP1	RM Commissioning Course

* Denotes Career Manager discretion to maximise individual opportunities.

ANNEX 97B

RM OCD JPA COMPETENCIES

OCD Course	JPA Competency	Alternative JPA Competency[1]
JOLP 2	Mil Ed|JOLP 2 Cse Qual|Army|	
Walcheren Essay	RN Royal Marines GS| OCD WALCHEREN ESSAY|RM	
MK CWC	Mil Ed|MK CWC|Joint	
MK2	Mil Ed|MK 2|Army|	Professional|Military Knowledge 2|RM|
AmphWarC	Warfare|Amphibious Warfare Course|Navy|	
CWC	Mil Ed|Captains Warfare Course – 6 Weeks|Joint	
MA A	Mil Ed | MA MOD A | Joint.	RM|MILITARY ANALYSIS MODULE A|Navy|Yes
MA B	Mil Ed | MA MOD B | Joint.	RM|MILITARY ANALYSIS MODULE B|Navy|Yes
MA C	Mil Ed|MA Mod C Cse Qual|Army|	RM|MILITARY ANALYSIS MODULE C|Navy|Yes
NA	Educational|Naval Analysis|Navy|	
MOD Officers Week and Officer Education Residential	Mil Ed | MA MOD OFFICERS WEEK | Joint. Mil Ed | MA OER | Joint.	
AAWC	Warfare|Advanced Amphibious Warfare Course|Navy|	
ICSC(M)	Officers (General)|Intermediate Command & Staff Course (Maritime)|Joint|No	
ICSC (L)	Mil Ed|ICSC (L)(qs)|Army|	
ACSC	Mil Ed|ACSC Qual (psc(j))|Army|	
HCSC	Mil Ed|HCSC (j)|Army|	
RCDS	Mil Ed|RCDS|Army|	

[1] Certain OCD courses have two JPA competencies.

ANNEX 97C

NAC AND MA(B) COURSE DATES AND RM OCD APPLICATION PROCESSES

RM OCD Course	Application Process (in agreement with line mgt for each individual)
JCSC(L)	Apply via the Junior Staff Centre at via the Defnet site[1].
JOTAC	
MA(B)	Apply directly via Army Knowledge eXchange Military Analysis Defnet site[2] iaw 2022DIN07-018.
NAC	RNTM 07-029/24
AmphWarC	Currently no training provider for this course – see Para 8f.
AAWC, ICSC(L), ICSC(M), DoM	Career Manager will inform individuals when/if they will attend these courses.

[1] https://modgovuk.sharepoint.com/teams/9874/SitePages/Home.aspx
[2]https://akx.sps.ahe.r.mil.uk/sites/akx/learning-development/professional-and-personal-development/officer-career-development/military-analysis

ANNEX 97D

JUNIOR OFFICER LEADERSHIP PROGRAMME 2 COMPLETION PROFORMA

Part A: Subject officer details

Number:	**Surname & Initials:**	**Unit:**

Part B: Endorsement of development activity

Ser (a)	Skill Area (b)	Mandated JOLP 2 Tasks (c)	SME Details	Contact Tel. No.
1	Communication skills	• Presentations (sub unit briefings). • Participate in sub-unit level plan/command meetings. • Draft troop level daily orders. • Host and brief visitors to the unit. • Participate in a topical debate.	Name: Signature: Role: Date:	
2	Analytical Skills	• Estimate process at company level. • Conduct 1xTEWT at Company level. • Deliver stance on historical case study. • Walcheren Essay	Name: Signature: Role: Date:	
3	Leadership and Management	• SJARS • Participation in Orderly Room • Address G1/welfare issues • Organise sub-unit sports and AT activities • Duty Officer • Conduct Defence Engagement. • Understudy Mess Committee functions • Understand RM Corps manning-report/selection/train/promote model, RM Specialisations (including structures) and career management (attend roadshows/manning briefs). • Plan and conduct Troop MATTs.	Name: Signature: Role: Date:	

(Continued)

Ser (a)	Skill Area (b)	Mandated JOLP 2 Tasks (c)	SME Details	Contact Tel. No.
4	Military Skills	• Command – Observed and backbriefed. • Combat Estimate to Troop level (infantry action). • Understand ISTAR & Targeting cycle	Name: Signature: Role: Date:	
5	Staff Work *As unit business demands*, *draft*:	• Loose Minutes. • Official letters • Eulogies/writing to NOK • Testimonials for Service leavers.	Name: Signature: Role: Date:	
6	Naval Service Knowledge	• Understand Naval and RMC hierarchy and functions via visits and briefs.	Name: Signature: Role: Date:	
7.	Amphibious	• Understand Coy level STOM procedures • Understand enabler capability - guns, logistics, ASG, CHF and 1 AGRM.	Name: Signature: Role: Date:	
8.	Basic IT Skills	• Use of issue IT and applications for efficient information exploitation: • Use powerpoint in support of all skill areas. • Use JPA for individual and Troop administration. • Use Defence Gateway in support of all skill areas.	Name: Signature: Role: Date:	
9	Professional military learning culture.	• Submissions to Naval Review, British Army Review and the Globe and Laurel on current affairs and Research Areas of Specific Naval Interest[1] are actively encouraged.	Name: Signature: Role: Date:	

[1] 2017DIN07-019 Research Areas of Specific Naval Interest.

Part C: Additional development activities undertaken[2]

Additional Development Activity	OC/CO Signature	Date of Completion

Part D: Self-analysis of Command, Leadership and Management (CLM)

Conduct Self-Analysis of CLM	
Three CLM Strengths:	**Three CLM Areas for Development:**
1. 2. 3.	1. 2. 3.
Date:	Subject officer's signature:

Part E: Unit Education Officer (to be signed upon completion of parts A-D inc)[3]

Number:	Rank:	Surname & Initials:

[2] For example: Adventurous trg, OIC sports, TEWTs/Mapex, staff rides, study days, organising regimental functions, planning and organising training event etc.
[3] Once part E has been signed off, the completed proforma can be presented to the individual's Coy/Wing Clerk (or Unit Personnel Office (UPO)) for the JPA competency to be applied (see Annex B).