



Armed Forces Training for the Future:

Achieving flexibility and innovation through sustained excellence in training delivery

“The challenge is to deliver the best technical military training in the world for our sailors, soldiers and airman,” says Jim Morrison, CEO of Metrix. Mr Morrison speaks with evident enthusiasm for the task that lies ahead for him and Metrix, the consortium that he leads. Metrix is led by technology services company QinetiQ, and facilities management specialists Sodexo, which has been selected by the Ministry of Defence (MOD) to be preferred bidder for the Defence Training Review (DTR) Package 1. At the end of 2010 Metrix will oversee the construction of what will become the Defence Technical College (DTC) in St Athan South Wales. At the same time Metrix will begin to deliver specialist skills training to thousands of young men and women in their current locations.

“Once it is completed, there will be up to 4000 students at any one time at St Athan, and a turnover of up to 20,000 students a year. It will be the largest technical training facility in the country which is, in every sense, very impressive, but this project is much more than numbers,” says Mr Morrison.

“The commitment of our young men and women in today’s defence environment deserves our full support, not just as serving personnel, but also in their future lives as valuable members of society. DTR will give them essential transferable skills which they can take with them throughout their careers, beyond their time with the Services.”

Working towards delivering the vision of the Defence Technical College

How did this extraordinary project come about? The origins of the Defence Technical College lie in the Defence Training Review, the foundation of which was established by the then Defence Secretary, Lord Robertson. The Review was established to

examine all individual training and education in the British Armed Forces. The review report, entitled Modernising Defence Training, was published in 2001.

The report highlighted that future Armed Forces training needed to be more integrated; that training needed to be managed on a defence-wide basis to better support the increasing move towards joint deployment, and that the training estate needed investment and rationalisation to ensure that facilities were used efficiently and were fit for purpose.

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It is these recommendations that are of central importance to the Defence Training Review (DTR) which seeks to transform the way specialist training is delivered in the future.

In January 2007 it was announced that the Metrix consortium had been selected as preferred bidder for Package 1 of the DTR Project.

The DTC will open in early 2015. Located in St Athan in the Vale of Glamorgan, South Wales, the DTC will become the single site for the delivery of technical training for all three Services in purpose-built facilities. Designed to accommodate the most modern training techniques and methods from the moment it first opens its doors, the training and the facility will be complementary: both the training and the DTC will be designed to be innovative and flexible in order to meet the continually changing

training requirements of the UK Armed Forces over the next 30 years.

The critically important specialist training disciplines of Aeronautical and Electro-Mechanical engineering, and Communications & Information Systems are today conducted across nine sites and managed by three colleges. These are: The Defence College of Electro-Mechanical Engineering (DCEME) at HMS SULTAN in Gosport Hampshire; The Defence College of Communications and Information Systems (DCCIS) at Blandford, and The Defence College of Aeronautical Engineering (DCAE) at RAF Cosford. The three colleges deliver more than a thousand different courses each year, which range from short specialist courses, lasting only a few weeks, to principal courses that can be over 18 months.

“One thing that today’s defence technical colleges all have in common is that they produce some of the world’s best trained military personnel. This one fact must be at the forefront of the minds of the Metrix design teams as they begin working on training transformation prior to contract close at the end of 2010,” comments Dr David Anderson, the managing director of the training division at Metrix.

The excellent standard of today’s training lies at the heart of the challenge for the future DTC. “The DTR Package 1 Project is not about effecting the repair of something that is broken, far from it. DTR is all about delivering greater efficiency, in a superior environment, while making certain that both training techniques and course make-up remain world-leading. The challenge is to evolve the Services’ specialist training solution, and keep pace with, and where appropriate exceed, the enormous rate of change in technology, in both the arenas of training and defence,” says Dr Anderson.



An artist's impression of a classroom at the future Defence Technical College

The DTR balancing act: maintaining today's excellence while preparing for the future

DTR calls for a fundamental change to training delivery. “This is no criticism of where we are today — the issue we are addressing here is the need to constantly adapt to a rapidly changing environment,” says Metrix Training MD Dr David Anderson.

How does one manage innovation and evolution in specialist teaching while retaining today’s excellent standards? Course re-design is an essential part of the training transformation programme that DTR is expected to deliver for the MOD. Course delivery in the 21st Century must increasingly move away from the conventions of theatre-style ‘chalk and talk’ presentations, and embrace new communications technologies and new training methodologies. In order to evolve training in this way, courses need to be deconstructed and redesigned. It is only by redesigning courses that Metrix will introduce a much richer blend of modern learning techniques and technologies, including simulation, interactive e-learning and web based collaborations, as well as hands-on instructor led training.

Marrying innovation in training with modern, scalable design

“Metrix is planning an inspirational training environment at St Athan that will make young people proud to join the Armed Forces,” says Duncan MacRae, managing director, Metrix Property.

The DTC will be a wholly new type of training facility, providing the Armed Forces with a purpose-

built training environment, where buildings will be specifically designed to accommodate the training techniques and methods available today while at the same time being flexible enough to facilitate the continually changing military training requirements of the future. The DTC will provide a suitable home for the servicemen and women who will train at St Athan over the course of the next 30 years.

Metrix must take the core elements of the DTR programme and express, through expert planning, design and architectural excellence, the DTR vision to transform the way specialist training is delivered to provide better support to the future needs of the UK Armed Forces.

The design of the DTC will support the respective ethos within each of the three Services and will reflect their different combat environments, their heritage and their traditions. This acknowledges the influential nature of the training environment on the development of young sailors, soldiers and airmen. As an example of the design features that have been

“Metrix is planning an inspirational training environment”

introduced to address this, each of the three Services has its own dedicated accommodation blocks and the central facility, the Military House structure, will have four distinct identities – one each for the Royal Navy and Royal Air Force, Royal Electrical and Mechanical Engineers and Royal Signals. These will be individually tailored for their bespoke requirements.

What does the DTC aspire to be? Metrix CEO Jim Morrison believes that the DTC needs to be modern while resonating with the traditions and separate histories of the three Services it will serve. “The DTC isn’t simply another ‘building block’ environment. The men and women who will train there will need to learn a valuable trade while retaining their Service identity. This distinctive and essential duality, a unique feature of working in a tri-Service context, must be reflected in the fabric of the College.”

About Metrix

The Metrix consortium combines the best in technical knowledge, the best in education and training and the best in land property and facilities management.

metrix Metrix is led by technology services

company QinetiQ, and facilities management specialists, Sodexo.

QinetiQ QinetiQ is a leading international provider of technology-based

services and solutions to the defence, security and related markets. With more than 14,000 employees, QinetiQ operates across the UK, North America and Australia. Simulation-enhanced training is emerging as a significant growth area across all defence forces and it is an area of leadership for QinetiQ. QinetiQ therefore harnesses the power of simulation to support decision-making and training at all levels. Being at the forefront of the development of networked simulation, QinetiQ undertakes concept development to in-service support through a range of synthetic environment tools and techniques.

sodexo The Sodexo Group, a leading global provider of food

and facilities management services, with more than 355,000 employees at 30,600 sites in 80 countries. In the UK and Ireland it employs 43,000 people and provides facilities management services to clients at over 2,300 locations across a multitude of sectors. Sodexo has extensive experience in the PFI market and as a partner with the MOD. The company is currently involved in 17 PFI projects across the defence, healthcare, education and correctional services sectors, providing a wide range of facilities management services.

Also part of the consortium are a number of leading global companies with expertise in specific areas.

Raytheon Raytheon is a world leader in developing

and delivering full-spectrum training services and outsourcing for both government and commercial customers. Much of the future DTC’s training and management systems design will depend on Raytheon’s expertise in providing training transformation solutions. Raytheon supports training for every active US Army soldier, every NASA astronaut and every US Federal Aviation Administration air traffic controller.

EDS an HP Company, is MoD’s delivery partner for key DTR-relevant programmes such as

Defence Information Infrastructure (DII), Joint Personnel Administration (JPA) and Training Administration and Financial Management Information Systems (TAFMIS). EDS will bring this experience to reduce risk and accelerate the IT development and interface elements of the Metrix lead in, transition and ongoing service delivery programmes.



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