



MINISTRY OF DEFENCE

Ministry of Defence

Defence Test & Evaluation Strategy





Foreword

By Major General Wilson

Test & Evaluation in MOD has been the subject of much discussion and debate over the years. Organisations have come and gone in our attempts to manage this subject, but it still remains a challenge. A recent study on behalf of VCDS into Air T&E identified a number of recommendations, but in essence they boiled down to:

Do Integrated Test, Evaluation and Acceptance along the lines of the policies and guidance that have been in existence for many years, not least since the advent of Smart Acquisition in 1998.

It was clear to me that the majority of the findings were as equally relevant to T&E pan-defence as they were to the Air domain.

There is much good practice within many parts of MOD acquisition and Front Line Commands, but there is undoubtedly room for improvement when we expend such large amounts of money and time on the subject.

The creation of a 2* Senior Responsible Owner to bring about a change in the way in which we do T&E in order to obtain best value for money is a significant step in the right direction.

The purpose of the MOD T&E Strategy is to explain:

- The vision and future state for MOD T&E;
- The high level policies for MOD T&E;
- The roles of key bodies and organisations;
- The governance structures

And importantly:

- How that future state will be introduced

This strategy may seem like basic common sense, but it is the determination to actually follow through with the implementation of this strategy that will provide the benefit. I am determined to see a significant change in our approach over the next 2 years so that our hard-pressed front-line forces can benefit from savings in both time and money needed to give them the equipment, systems and training they need.

I commend this strategy to you and look for your support to help those charged with its delivery.

Maj Gen CC Wilson
CM(BM)

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Rapier Missile firing at MOD Range Hebrides

Introduction

Definitions

1.1 Test and Evaluation (T&E) is defined as :

“The demonstration, measurement and analysis of the performance of a system, and the assessment of the results¹.”

Purpose

1.2 The purpose of T&E in the MOD is to provide confidence (i.e. identify risk):

- a) that we have received what we paid/asked for;
- b) that it is safe to use;
- c) that it is “fit for purpose” in the military context across all Defence Lines of Development (DLoDs) and through life (including training)

Undertaking T&E leads to system design improvements, development of tactics, training, procedures and the collection of information on the employment of a system.

T&E Capability

1.3 In order to undertake T&E, a level of T&E Capability must be provided. T&E Capability is defined as:

“The people, assets and processes to undertake evaluation with sufficient accuracy and timeliness to assure provision of through-life military capability”



Type 45 Destroyer HMS Daring on Sea trials

Integrated Test, Evaluation and Acceptance

1.4 Integrated Test, Evaluation and Acceptance (ITEA) is the MOD process for ensuring that a supplied solution meets the user’s needs. ITEA is also a method of identifying and managing technical and operational risks - and hence time and cost - throughout the programme.

Background

1.5 Within MOD, T&E is often perceived to be unnecessarily expensive; for example in

1 (T&E Capability Area workshop 2 (5th Nov 2007))

2001, T&E was estimated to cost £1Bn/year²; time consuming; to the extent that it delays the introduction into service of new capabilities; and even then, not yielding systems which are compliant with specifications and satisfy the User.

1.6 As Air T&E was considered to represent a particular challenge, VCDS commissioned a review of Air T&E³ to determine whether there was an improved way to conduct Air T&E that would better support the acquisition process and the needs of the User.

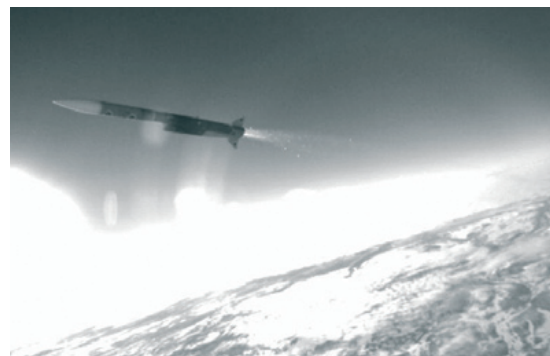
1.7 One of the recommendations of the VCDS review was that a Senior Responsible Owner (SRO) should be appointed to develop and implement an overarching Air T&E strategy taking account of the needs of deciders and providers of Air T&E both now and in the future.

1.8 The VCDS study also strongly recommended the principles of ITEA, as set out in the Acquisition Operating Framework, were applied to all MOD T&E activities.

1.9 On appointment of CM(BM) as SRO, it soon became clear that the majority of review findings were applicable across the whole of MOD T&E and the opportunity should be grasped to tackle the wider challenge of T&E across the Department. Other recommendations of the VCDS Review have therefore been incorporated into the detail of this wider Defence T&E Strategy. Those recommendations that were considered Air Domain specific will be managed alongside the pan-Defence issues within the overall governance arrangement, as will any other recommendations that are considered Domain specific. The principles of Through-Life Capability Management (TLCM) have also been applied to establish a framework for assessing T&E as an enabling capability and managing change to the capability mix.



Range testing of Grenade Machine Gun



Meteor missile approaching a target drone

2 T&E Business Analysis report – DLO Business Process Review 8/3/01

3 VCDS AT&E Review Submission v1.0 dated 19 Mar 07.

2. Future State

Vision

2.1 MOD's vision for its Test and Evaluation (T&E) capability is:

“Cost-effective accurate assessment of military capability through-life”

High Level Policy

2.2 This forms the overarching framework under which all Defence T&E will be undertaken and provides the authority necessary for the key organisations to fulfil their roles. This policy is endorsed by the SRO 2* Steering Group and is enduring. Annex A outlines the high level policy.

Pillars of T&E

2.3 In order to achieve the vision, three pillars have been identified and will be implemented concurrently. These tackle the demand drivers by ensuring that T&E is planned to achieve maximum benefit at minimum time and cost; and the supply side by using the optimum set of resources.

Pillar 1 - ‘Do ITEA’ – Implement Integrated Test, Evaluation and Acceptance (ITEA) methodology and principles across all Defence Lines of Development. ITEA provides a structure for the planning, definition, execution and reporting of T&E activity;

Pillar 2 - ‘Plan’ - Coordination & Planning of short, medium and long-term T&E capability utilisation. A Master T&E Schedule will be

established to cover all T&E activities and capabilities from the present, looking forward 10-20 years. The degree of detail and certainty will vary, with later years only having outline plans. This schedule provides information to support Pillars 1 and 3;

Pillar 3 - ‘Optimise Resources’ - Optimisation of the T&E assets (both within and external to MOD) and use of new methods as they emerge. This ensures that the MOD T&E capability mix is aligned with its requirements.

These pillars will be implemented concurrently in order to underpin the overarching T&E vision.



Figure 1 – Pillars of T&E



Man SX truck trials at Millbrook

2.4 Pillar 1: Fully implement integrated T&E across all Defence Lines of Development requires:

- a) Consistent policy/mandate relating to evaluation of requirements, acceptance and safety including simplified regulation of processes and standards;
- b) Competence in the Defence T&E community to plan, commission, undertake and monitor T&E activities. This will require training of Integrated Project Teams (IPTs), Front Line Commands (FLCs) and T&E practitioners to common standards;
- c) Easily available advice and assistance to develop appropriate Integrated Test Evaluation and Acceptance Plans (ITEAPs) that will provide evidence on whether the military capability is fit for purpose. This will include lists of facilities and details of methods and techniques for undertaking T&E. Detailed policy and guidance will be available through the Acquisition Operating Framework and will be maintained by exposure to a T&E Community of Interest;
- d) Simple pre-defined 'tasking & commercial' arrangements for accessing T&E Capability;
- e) Monitoring that IPTs, Industry, FLCs, Independent Assessors and other stakeholders are working to the extant ITEA policies and guidance;
- f) Performance measurement of T&E delivery (e.g. value for money, safe, legal), including benchmarking against world standards.

2.5 Pillar 2: Coordination & Planning of short, medium and long term T&E capability utilisation requires:

- a) Maintenance of the Master T&E Schedule to ensure equality of information among the T&E user and provider community. Nearer-term parts of the plan will be used for activities such as: resource deconfliction, priority setting and ensurance of optimum utilisation of government-funded facilities. Longer-term parts of the plan will be used to inform the future T&E capability requirements;
- b) Integration of new requirements into the Master T&E Schedule;
- c) Ensuring that the Master T&E Schedule is accessible to all Stakeholders;
- d) Ensuring that T&E customers incorporate their requirements and programmes in the Master T&E Schedule
- e) Catalogue of T&E capabilities, utilisation, availability/restrictions;

2.6 Pillar 3: Optimisation of the T&E assets (both within and external to MOD) and use of new methods as they emerge requires:

- a) Implementation of Through-Life Capability Management (TLCM) and completion of a T&E capability audit;
- b) An endorsed, explicit, resourced T&E Capability Management Plan for the optimisation of the T&E capability, including investment in both equipment and non-equipment issues (i.e. skills, doctrine etc.);
- c) Knowledge of current and future T&E requirements;
- d) Knowledge of technical changes to T&E methods, e.g. synthetic testing;
- e) Understanding of the cost & implications of optimisation (both reduction and growth);
- f) Knowledge of emergent changes in legislation, and government policy

- g) Implementation of the T&E Capability Management Plan;

Success Criteria

2.7 In order to measure progress in achieving the vision the following measures of success will be used:

- a) Establishment of a T&E governance framework;
- b) An endorsed set of policy and guidance;
- c) Demonstration that a project’s T&E has met its objectives in the optimum cost and time. For example, this might include:
 - (i). Projects identify appropriate Verification and Validation criteria and knowledge gaps and plan T&E to match;
 - (ii). T&E capability is available to the project when needed;
- d) Demonstration that all T&E provision is at least as good as worldwide benchmarks,

i.e. value for money;

- e) An agreed, funded, long-term T&E Capability Management Plan that adapts to changes in the planned military capability needs;
- f) All members of the customer and supplier chain understand and are committed to deliver their respective responsibilities, i.e. processes and formalised agreements (Internal Business Agreements (IBAs), Customer Supplier Agreements (CSAs), Contracts) are in place;
- g) All people involved in T&E demonstrate appropriate T&E competence

Roles & Responsibilities

2.8 MOD must act as an intelligent customer for procurement of T&E services but does not necessarily need to own the capability to actually do the T&E, provided that it has access when required. Many of the parties involved in T&E have multiple roles within the intelligent customer community (e.g. provider of one type of facility and user of others). Figure 2 shows the relationships between the various groups.

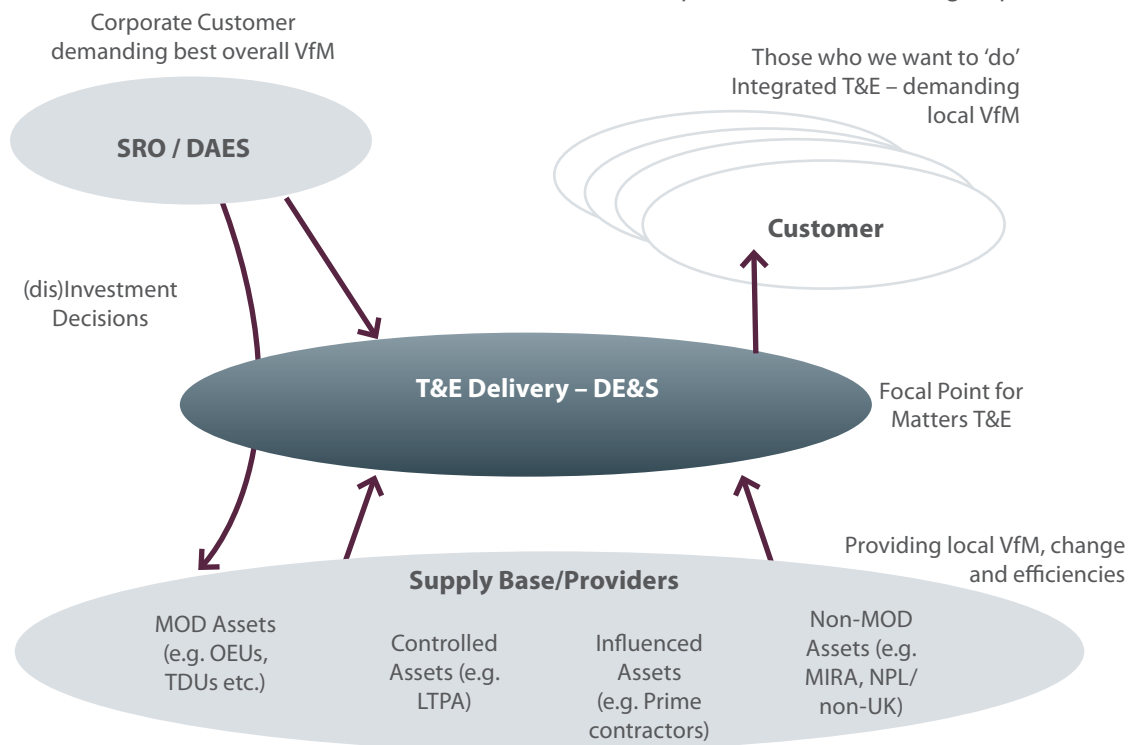


Figure 2 – T&E Roles & Responsibilities

2.9 The SRO and Sponsor (DAES) act as the corporate customer for T&E capability. They can be considered as a board of directors, who are responsible for representing the interests of their shareholders; in this case the taxpayer. The SRO and Sponsor have responsibility for policy and its application and require assurance that the Customers' needs are being met cost-effectively.

2.10 The Customers are the numerous organisations that use T&E capabilities and include IPTs, FLCs, Industry, Research organisations and other Nations. They require cost-effective, timely provision of T&E capability that provides accurate evaluation of the systems under test.

2.11 The delivery of T&E capability will be coordinated but not managed by the Defence Equipment & Support (DE&S) TEST IPT. The TEST IPT is responsible for:

- a) providing specific advice and assistance to MOD T&E Customers on:
 - (i). implementation of T&E policy;
 - (ii). the generation of specific ITEAPs;
 - (iii). the sourcing, tasking and management of T&E capability, including use of Joint Evaluation Teams (JETs) (this is supported by the ITEA policy owners and an active T&E Community of Interest)
- b) some T&E capability (T&E Services under the Long-Term Partnering Agreement (LTPA) with QinetiQ, aerial targets)

2.12 Provision of specific T&E will be directly from the providers to the customers. The role of the delivery agent is to establish and facilitate this relationship as required. It is anticipated that in the majority of cases, this will result in a direct customer-provider relationship.

2.13 T&E providers include the various categories and organisations listed in Figure 2. They are responsible for providing T&E capabilities to meet the needs of their customers and driving local change and efficiencies in the T&E environment. Providers also support their customers by advising on appropriate

testing methods and capabilities in response to requirements.

2.14 In order to facilitate communication and coordination, a cross-defence T&E community of interest will be established. Further details of the specific roles of the various bodies involved in T&E are given in Annex B.

Governance of future state

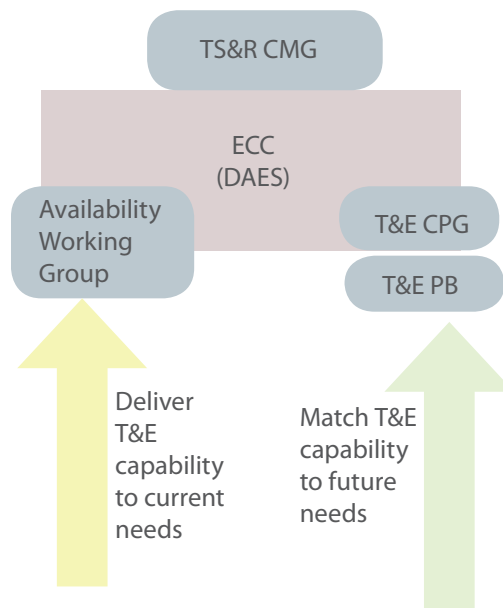


Figure 3 – T&E Future Governance

2.15 Governance of the T&E capability will be in line with TLCM and consists of two main elements:

- a) The first is the cost-effective delivery of T&E services to the customer/user community. This element will be overseen by the Availability Working Group.
- b) The second element is the optimised matching of T&E capability to the planned and predicted future needs. This will be overseen by the T&E Capability Planning Group (CPG) and the T&E Programme Board under the direction of the Training Systems & Readiness (TS&R) Capability Management Group (CMG). T&E Capability must be considered across all Defence Lines of Development.

Generic terms of reference for the CPG and CMG are defined in the Acquisition Operating Framework (AOF).

2.16 Deliver T&E Capability to Current Needs

Effective and efficient delivery of T&E is critical to reducing the cost and time penalties that have been attributed to the conduct of T&E presently.

2.17 Availability Working Group

The Availability Working Group (AWG) is chaired by DAES and constituted of representatives of the Customers of T&E capability. The AWG will:

- a) monitor the effectiveness of delivery of T&E capability to Customers;
- b) set priorities in the case of predicted conflicts over the use of capabilities;
- c) direct specific MOD Customers to use certain facilities where significant corporate-level savings could be achieved;
- d) review value for money in the overall delivery of T&E at both project and MOD levels;
- e) monitor implementation of ITEA policy, guidance and best practice

The principal source of data is the Master T&E Schedule that will be maintained for the AWG by the Test & Evaluation Coordination Cell within the TEST IPT.

2.18 Match T&E Capability to Future Needs

Capability planning to match the provision of T&E capability to the future needs of the department will be undertaken using the T&E processes and under the governance of a T&E Capability Planning Group and a T&E Programme Board.

2.19 T&E Capability planning Group T&E Capability Planning Group (T&E CPG) is chaired by DAES with members drawn from the FLCs, Centre, SIT, Defence Equipment & Support (DE&S) and will:

- a) identify the capability required to deliver Test and Evaluation services for the future (facilities, ranges, skills, synthetic environments etc);
- b) conduct balance of investment processes to select the most cost-effective changes to the existing T&E capabilities;
- c) task the changes

The CPG will use four principal factors when considering future T&E capability:

- (i). Criticality – Assessment of factors such as Security of Supply, sovereignty considerations which impact the department’s requirement to fund a capability;
- (ii). Commonality – The extent to which a capability requirement is shared by a range of projects/organisations across defence;
- (iii). Cohesion – Assessment as to whether a capability is best provided centrally, given its fit with the department’s other capabilities;
- (iv). Cost-Effectiveness – A measure of the benefit of establishing/maintaining a capability vs. its cost. This will include an assessment of the time period for which a T&E capability is required

2.20 T&E Programme Board

The T&E Programme Board will maintain an overall plan of the capability changes required ensure coherence between.

The Programme Board will implement changes to T&E capability by:

- a) defining requirements and developing business cases to support capability changes.
- b) managing capability changes across all DLODs through to acceptance.
- c) monitoring programmes against time, cost and performance criteria.

- d) managing risks to the achievement of the changes.
- e) reporting progress to the CPG by exception.



Typhoon
Air – Surface Weapon Integration Testing.

3. Transition to the Future State

3.1 The SRO is using a campaign plan to manage the transition from the current position of incoherent, stove-piped T&E to one of a MOD-wide consistent approach.

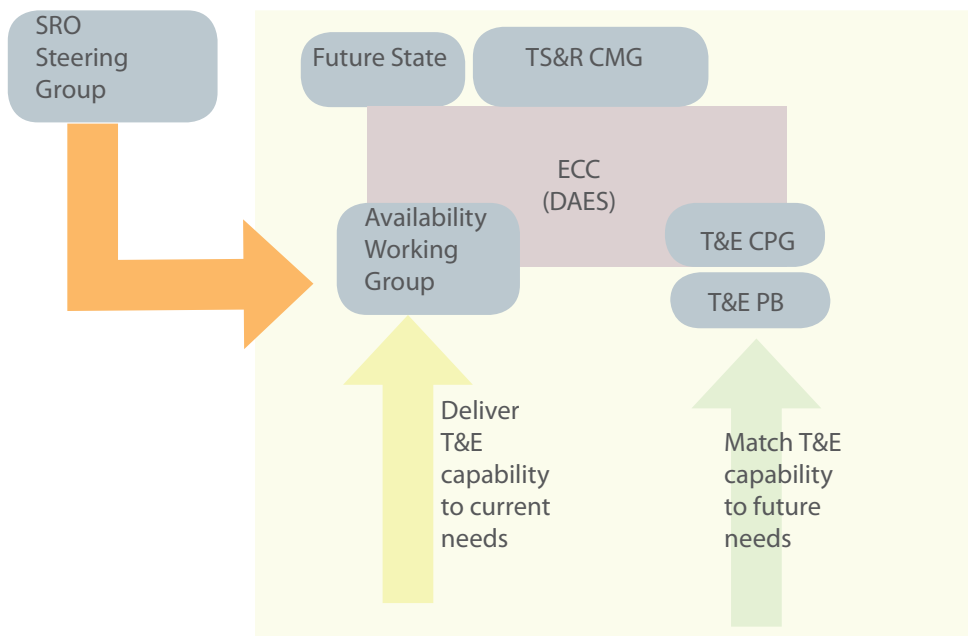


Figure 4 – T&E Transition Map

Campaign Plan

3.2 The detailed campaign plan includes all aspects of the activity required to implement the three “pillars” of the T&E strategy outlined in section 2.3. Involvement from the various T&E stakeholder groups has been sought in the development of this plan. A number of management tasks have also been identified which support the transition activity:

3.3 Provide Strategic Guidance on Test & Evaluation

A primary role of the SRO and sponsor is the development and promulgation of the T&E strategy, policy and supporting guidance information. A communications plan will be implemented in order to ensure appropriate awareness of the T&E strategy and supporting activities

3.4 Manage Implementation of T&E Strategy

A programme management and reporting framework is being developed and will be used to monitor the implementation of the measures described in the T&E strategy. This involves ensuring that the proposed changes and improvements are achieved in line with the timescales outlined in the campaign plan.

This task also includes the further development of measures of success as discussed in section 2.7 such that they can be monitored on a graduated scale. Where quantitative numbers cannot be identified, a maturity Model approach will be adopted having pre-defined criteria that will be assessed by the SRO Steering Group and project office.

3.5 Pillar Introduction

From an illustrative viewpoint the proposed timescales for delivery of the activities can be

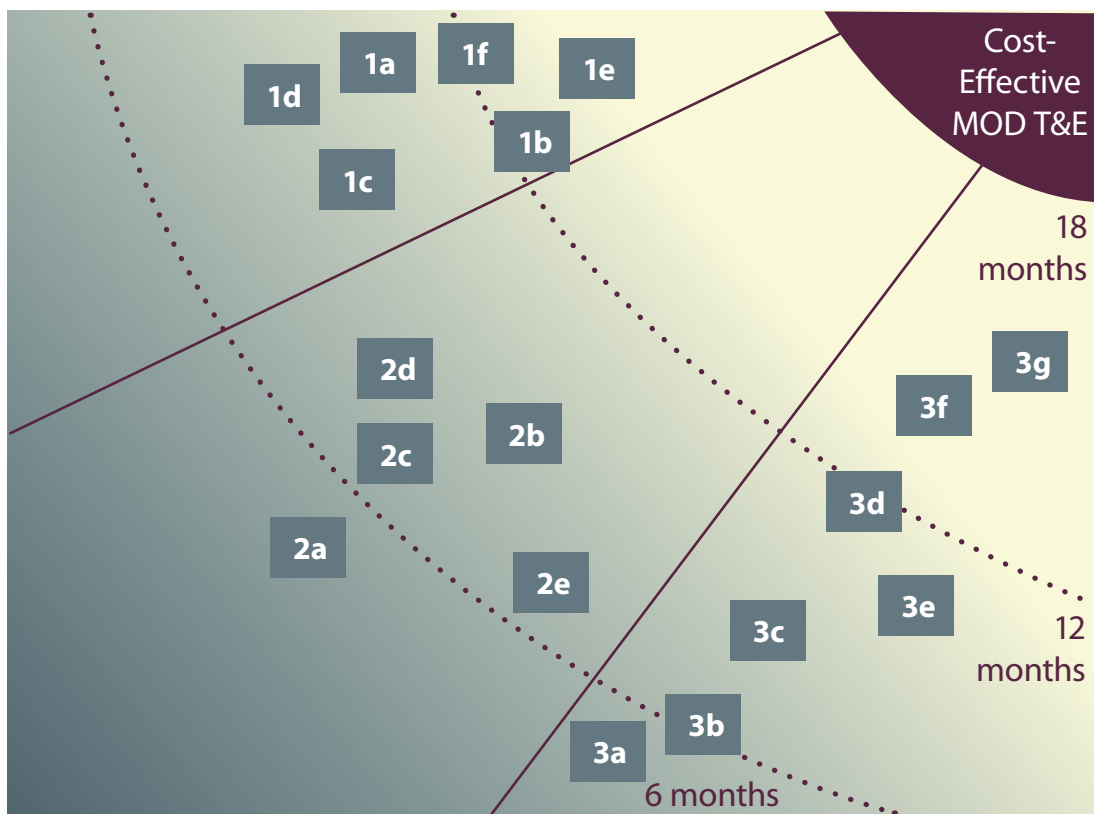


Figure 5 - Timescales for Pillar Construction

seen in Figure 5. The numbering of activities reflects the pillar descriptions in section 2.3 above:

Governance of the Transition

3.6 In order to ensure that the views and requirements of all relevant stakeholders are considered, the SRO has convened a 2-star level Steering Group to oversee the T&E transition activity from the as-is state to the Future State that will satisfy the Vision.

3.7 SRO T&E Steering Group

The SRO Steering Group (SG) brings together the senior stakeholders with an involvement in MOD T&E. The SG will

- a) provide senior level direction and implementation;
- b) endorse key policy elements as required;
- c) monitor progress towards objectives by tracking progress against the schedule and monitoring performance;
- d) ensure effective communication and dissemination of information;
- e) undertake post-project evaluation

3.8 SRO T&E Working Groups

In order to monitor the introduction of the key policy elements, organisations, structures and processes to bring about the required changes in T&E capability management across MOD, a number of T&E working groups are being established. These groups report to the SRO steering group and have membership from across the T&E stakeholder community. The working groups will:

- a) establish and monitor the detailed plans for delivery of these change activities;
- b) ensure that there are sufficient resources (people, funding) being applied to the change programme;

- c) ensure risks to the change programme are identified and managed;
- d) ensure that authorities and responsibilities are put in place for the Transition activity and for delivery in the Future State

Following the VCDS review of Air T&E, the working group initially focussed on Air domain specifics. The scope of this work is now being expanded to encompass defence-wide T&E.

3.9 Risk Management

Key risks identified during the implementation of the will be reported to and tracked by the SRO's T&E programme office as part of the general transition management activity. These will be proactively managed and reported to the SRO and the Steering Group on a regular basis.

3.10 Benefits Management

Potential benefits identified due to the changes in T&E management will also be tracked by the programme office. These will be managed to realisation and will form part of the project reporting framework.



Astute class Submarine undergoes a trim test drive

ANNEX A

Defence Test & Evaluation High-Level Policy

The strategy outlined for MOD T&E has been distilled into a series of major Policy Headlines. Compliance with these will ensure that the strategic principles relating to improved planning and conduct of T&E are implemented by the various users across the department and that the MOD's T&E capability is managed in a structured and coherent manner.

Integrated Test, Evaluation and Assessment (ITEA)

A.1 Integrated Test, Evaluation and Acceptance (ITEA) is the MOD process for ensuring that a supplied solution meets the user's needs. ITEA is also a method of identifying and managing technical and operational risks - and hence time and cost - throughout the programme. The Acquisition Operating Framework (AOF) provides additional detail on the ITEA principles

A.2 Application of ITEA will be mandated for all projects.⁴ This ensures that all aspects of T&E are considered throughout the LiveCycle of a platform or capability. This will also encourage users to consider and recognise Department-wide priorities. Submission of a justification will be required to cover any deviation from the ITEA principles.

A.3 The depth and scope of evaluation required to be conducted is assessed on a project-by-project basis. The project owner, in consultation with the TEST IPT, is responsible for determining an appropriate level of evaluation based on the scope and complexity of the project.

A.4 All projects will require ITEA Plans to be in place in order to pass Initial and Main Gate points. Guidance on establishing ITEA plans will be available from the TEST IPT, which also assures the ITEA plans are fit for purpose. The use of Joint evaluation Teams (JETs) with participation from the user, industry and the Independent Safety Authority to support the conduct of T&E will be encouraged where appropriate.

TEST IPT as principal ITEA point of Contact

A.5 MOD Users are required to use the TEST IPT as a first point of contact in the development and undertaking of ITEA. This includes the provision of advice and guidance in developing ITEA plans, including specific information on T&E methodologies and capabilities which may be suited to the specific platform or system being evaluated. TEST can also assist by bringing in T&E expertise from FLCs, T&E providers etc.

⁴ Including new projects, in-service upgrades, UORs etc.

A.6 The TEST IPT is also responsible for monitoring progress towards implementation of ITEA policy. In addition, the team is responsible for reviewing and developing T&E guidance information and providing leadership to ensure the successful implementation of the T&E policy.

T&E Activity Monitoring

A.7 All T&E activity across the department will be monitored and tracked in order to ensure that a coherent picture of T&E capability usage across the department can be established and maintained. Users are required to lodge ITEAPs with the TEST IPT; the ITEA plans will provide most of this information but notification of changes to these plans must be provided.

A.8 T&E usage data is gathered and analysed by the TEST IPT and provides an input to the T&E capability management process.

Use of Centrally-Managed Facilities

A.9 MOD users of T&E are required to use centrally-managed facilities unless a compelling business case can be made for use of an alternative facility. This ensures that the utilisation of these facilities is optimised.

A.10 Rationale for utilising alternative facilities must be clearly articulated as part of the ITEA plan.

Use of Non-UK Facilities

A.11 In certain cases, the most appropriate method of providing access to a capability is to utilise an overseas facility or resource. Use of a non-UK facility will be recommended in cases where:

- The capabilities required are not available in UK;
- Non-UK facilities offer better value for money (considering a full cost analysis);

- Collaborative investment and disinvestment opportunities exist;
- Standardisation of procedures and methodologies between nations is required;
- There is Strategic/Political intent, e.g. collaborative programmes

A.12 In the event that a capability management decision is taken to utilise non-UK facilities for all T&E taskings in a specific area rather than to maintain a UK capability then certain requirements apply:

- Assured access even in times of crisis;
- Standardisation/Benchmarking – ensuring that “UK” trials can be conducted without major Modification to UK equipment or systems, that the results are calibrated to known and agreed standards and that management metrics are consistent with those used by the MOD.

A.13 Where the UK has elected to close a facility in favour of that maintained by an allied nation, it is desirable to ensure that a reciprocal dependency is identified. For example, if the UK elects not to maintain a Capability in favour of using a French facility, then a French Capability gap which can be addressed by a UK facility should be identified. This ensures that both nations have a shared stake in the capabilities being delivered.

Management of MOD T&E Capability

A.14 The principles of T&E Capability Management will be applied to the management of T&E capability. MOD management and/or ownership of T&E facilities are reviewed regularly by the T&E Capability Planning Group.

ANNEX B

Stakeholders

This section identifies and describes the principal roles of the major stakeholders in the T&E environment. These stakeholders are categorised based on their role in the delivery of T&E capability. It should be noted that many organisations will have more than one role in the delivery of T&E capability.

Sponsors

Senior Responsible Owner – CM(BM)

The SRO's mission is to:

“Drive change across the full spectrum of the Department’s Test and Evaluation capability in order to improve coherence and provide best value for Defence.”

As such, the SRO will:

- a) Deliver an end-to-end T&E strategy and ensure that T&E related policy, regulation, plans, guidance and skills are aligned with its delivery;
- b) Re-invigorate the process of Integrated Test Evaluation and Acceptance (ITEA) by aligning related policy, training, and commercial arrangements;

- c) Better integrate MOD T&E assets through the federation and/or unification of T&E delivery organisations on a case-by-case basis

The SRO also ensures that appropriate governance is maintained over T&E activities. It is envisaged that the role of the SRO will endure beyond the initial change activity to ensure that appropriate oversight of T&E is maintained.

DAES

DAES is the capability owner for Test & Evaluation. As such, the SRO has delegated the majority of day-to-day change activities to this level. Responsibilities include the development of T&E policy and strategic guidance, change programme management and oversight of the implementation of the T&E framework in this area. DAES is the single point of accountability for T&E capability and is responsible for the operation of the CMG and CPG.

Enablers

TEST IPT

The TEST IPT is responsible for providing advice on how to evaluate and accept military capability to all potential users. This includes direction in the application of ITEA principles and the implementation of T&E policy. The team also advises on the T&E capabilities available to satisfy their requirement and provides planning support to ensure that utilisation is optimised across defence. The TEST team is responsible for ensuring that users are making progress towards the implementation of ITEA policy, in line with the SRO's direction and provides feedback and challenge to existing T&E policy.

The TEST IPT contributes to the continued delivery of T&E capability by:

- a) Maintaining the overall T&E Master Schedule to inform both the Availability Working Group and the CPG;
- b) Maintaining a list of the capabilities held by the various T&E suppliers;
- c) Providing some T&E capability (T&E services from QinetiQ, aerial targets) directly to customers;
- d) Managing the interface between T&E users and a number of the capability providers;
- e) Managing contracts put in place with the various suppliers of T&E capability

Front-Line Commands

The various military Front-Line Commands (FLCs) perform a number of roles within the T&E community. The FLCs are clearly users of T&E capability, however in a number of cases they are also providers of capability; examples include the Army Trials & Development Units (TDUs) and RAF Operational Evaluation Units (OEU).

The FLCs also provide subject matter advice relating to the planning and conduct of T&E activities. FLC representation is included on various bodies involved in the T&E strategy, including the CPG, AWG, SRO Steering Group and working groups.

Customers

Customers of the T&E capability include:

- a) Front-Line Commands;
- b) DE&S;
- c) Foreign Nations;
- d) Industry

In general, the interests of these customers will be represented by the Availability Working Group, Capability Planning Group and by the SRO Steering Group.

Providers

Providers of T&E capability include:

MOD assets e.g. RAF Operational Evaluation Units, Army Trials & Development Units etc.;

- a) MOD-controlled assets e.g. Long-Term Partnering Agreement capabilities;
- b) Influenced assets e.g. industrial prime contractors;
- c) Non-MOD assets e.g. T&E service providers (MIRA, NPL etc.) and non-UK facilities

Interfaces with these providers will be managed by the TEST IPT.

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