

Professional Military Education (PME) and Doctrine Development



*"We don't rise to the level of our expectations,
we fall to the level of our training."*

- Archilochus

Universal Defence and Security Solutions

Universal Defence and Security Solutions Ltd ('UDSS') was founded by General Sir Richard Barrons and Peter Hewitt and provides defence and wider security advice, assistance and solutions on a global basis.

Our support extends across the spectrum of client needs from **strategic to tactical, in all environments and domains** and uniquely, delivered by **proven practitioners** with a track record of delivering success for the UK Armed Forces. We are able to draw upon the largest and broadest membership of former British Armed Forces personnel (regular and reserve) from SNCO to 4 Star, as well as former MoD Civil Servants. We supply individuals and fully formed teams to support a range of requirements from single events to long term commitments.

We are focused on meeting the major **defence and security challenges of today and tomorrow**, including: leading in contemporary military 'hard power' capability; 'hybrid' or 'political' confrontation, including information operations and cyber warfare; and peace support, wider security, constabulary, humanitarian assistance and disaster relief.



INTRODUCTION BY DIRECTOR VICE ADMIRAL (RETD) DUNCAN POTTS CB

It is too simplistic to think of military capability as simply the fusion of people and equipment. Other factors such as logistics, support, organization, infrastructure, command and control and critically doctrine, training and education are needed to turn a military force into a potent capability.

Good strategy and operational design and execution is a far greater force multiplier than the investment to achieve it; the UK currently spends less than 0.5% of its defence budget on **Professional Military Education (PME)** and reaps disproportionate impact for the investment.

Consequently, PME is not discretionary if you expect to be a credible military, planning for success in an increasingly complex and rapidly changing World. The UK has a strong international reputation for being a leader in developing doctrine and the training and education of armed forces' personnel. The UK provides doctrine support and/or some form of education and training to over 65% of the member states of the United Nations. We at UDSS look forward to hearing from you to discuss how we can help with your specific PME and doctrine challenges.

Vice Admiral Duncan Potts CB is the lead Director for Postgraduate Professional Military and Strategic Education at UDSS. Duncan retired from the Royal Navy in 2018 and his last appointment was as Director General for Joint Force Development and the Defence Academy of the United Kingdom. He is a graduate of both the Royal College of Defence Studies (RCDS) and the UK's Higher Command and Staff Course (HCSC) and has extensive strategic and operational experience as a US led coalition Commander in the Gulf, as NATO's High Readiness Force (Maritime) Commander and the EU's Commander for Counter-Piracy Operations off Somalia.

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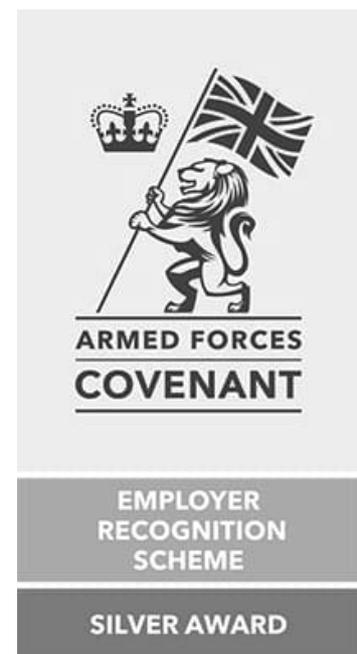
The United Kingdom is recognised as a world leader in the delivery of postgraduate military and indeed broader strategic education and thinking. This builds on the focus adopted in the UK's approach to education and doctrine development of **how to think** rather than **what to think** – in the domain of tactics, techniques and procedures.

This provides officers and officials with the necessary awareness, flexibility of thought, analytical and leadership skills to excel at the operational and strategic levels where uncertainty and complexity define the nature of the contemporary operating environment as well as the defence business environment.

The approach taken by the Defence Academy of the United Kingdom and the UK's Development Concepts and Doctrine Centre (DCDC) places **experienced military practitioners** at the centre of course and talent development and delivery, and doctrine development. Hence at every level of education and development students are guided through their learning by **accomplished officers** with experience of the roles for which they are being prepared.

UDSS uniquely has within its membership a wide range of the very best of those recently involved at every level in this educational and thinking effort. We combine experience at the strategic and operational level with that of delivering PME, and UDSS is therefore able to offer an unparalleled range of bespoke support.

UDSS membership includes those who have commanded colleges, DCDC leaders, course designers, doctrine and concept writers, and syndicate leads and mentors from SO1 to 3. This enables us to provide an unparalleled range of expertise and support to our clients.*



Our Lead and People



RAdm John Kingwell CBE

Senior Lead for Postgraduate Professional Military & Strategic Education

John retired from the Royal Navy in Dec 2020 and his last appointment was as Commandant of the world-renowned **Royal College of Defence Studies (RCDS)**. The International RCDS course has a unique focus on the national strategic level and prepares military, civilian and industry leaders from over 55 nations for strategic leadership roles.

Prior to RCDS John was the Director of the UK's **Development Doctrine and Concept Centre (DCDC)**.

Like many of our members John also has considerable MOD and operational experience. Unsurprisingly, in addition to leading the team John focuses on **strategic leadership thinking and education**.

John can call on the support of the best qualified and most suitably experienced UDSS members to meet our customers' individual needs: 2* former RCDS mentors, other Flag and General Officers and Course Directors to SO1s with considerable experience of the Joint Service Command and Staff College (JSCSC) and its' flagship Higher and Advanced Command and Staff Courses (HCSC and ACSC).

In addition, UDSS membership includes a wide range of **Subject Matter Experts**, including former diplomats and civil servants, able to offer unique insight and support to our PME packages. For customers who would want additional academic input within their UDSS package we can call upon our own members from academia.



Maj Gen Paul Nanson

Senior Lead for Leadership Programmes

Paul retired from the British Army in Nov 2020 and was the **Director of UK Army Leadership** and **Commandant of the Royal Military Academy Sandhurst**. Paul and his team enable UDSS to offer thorough career leadership training and talent development support, from recruitment and selection to initial training up to preparing strategic leaders.

Our Approach

Our **bespoke approach to education and doctrine** recognises both best international practice but equally the specific needs of individual clients. Consequently, products can be tailored to address specific focus areas, such as environmental or regional dynamics. Equally we recognise that many clients will seek education and doctrine based on similar products delivered in the UK; we can base our products on UK, US or NATO doctrine and practices.

Our bespoke approach also ranges from individual speakers and advisors to weeklong courses covering specific areas, either in country or remotely, to module or course delivery, and from single events to enduring relationships – in every case developed to meet client’s specific requirements. For academic organisations we can provide practitioners to speak on a range of strategic and security issue and for Defence and Security colleges/courses we can offer a range of support from providing speakers, mentors, advice on course and wargame design and also module and course delivery. In addition, we can advise on the creation and role and relationship of the future strategic context, concepts and doctrine. In effect, a one stop shop for strategic thinking and PME.

The unique size, breadth and expertise of UDSS’ membership enables us to provide a range of assistance to both established courses and to design, support and where appropriate deliver new programmes. We can provide advice on course construct, design and review, including train the trainer packages and provide suitably qualified and experienced support staff and mentor/syndicate leads. We can deliver command and staff training at the required level and length and design and deliver packages on a wide range of subjects including:

Strategic Education and Thinking

- The Future Strategic Context and Future Operating Concepts
- How to develop, design and implement strategy.
- Strategic Leadership – Leadership at Department of Defence, Operational Command and Board Level
- Strategic Intelligence

Doctrine

- Doctrine Development, with the role of doctrine, concepts and lessons identified.

Environmental Expertise

- Maritime TG Command
- The Maritime Estimate - Maritime Operations & Planning
- Maritime EEZ and Policing Operations
- Air Power, Air Operations and Command
- The Air Estimate - Air Operations and Planning
- Air and Space C2 Cyber, EW
- Command in the Land Environment
- Combined Operations – Ground Operations & Planning
- Security and Law Enforcement Operations

Operations (incl. Managing Defence in the Wider Security Context)

- Joint Operational Planning - Campaigning and the Operational Estimate
- Information Operations
- Media relations
- Wargaming and Exercise support
- Surveillance/Counter-Surveillance
- Operational Logistics
- Military medicine
- Rules of Engagement
- Law of Armed Conflict
- Joint Command
- Humanitarian/UN & Stabilisation Operations
- Building Integrity & Anti-Corruption
- Policy Advisor Training

Warfare in the Information Age

- The Impact of Technology on Operations
- Hybrid Warfare
- Intelligence Analysis and Management
- Cyber Operations

The Business of Defence

- Organisational Design
- Transformation
- Procurement and Capability Development

Leadership

- Practical leadership from the tactical to the strategic level
- Recruiting, initial training and through career development

Course Support, Assurance, and Train the Trainer

Finally, whether the challenge is to modify current training or design a completely new educational solution, UDSS has the specialists and tools to ensure it appropriately meets the customer's needs.

The standards and processes UDSS apply will ensure customer requirements are met in a cost-effective manner while providing a fully auditable training solution. Our course design and provision produces an intellectually safe learning environment, and continuous improvement opportunities are routinely exploited.

UDSS specialists are able to apply the principles of the **Defence Systems Approach to Training** (DSAT), a flexible but effective framework used throughout UK Defence to ensure high standards in all PME and training courses. This approach is a tried and tested system, which is now formally benchmarked to requirements with the International Quality Management System (ISO 9001), so is applicable both within the UK and internationally.

UDSS support packages will apply a fresh analysis of training needs and delivery systems to ensure effective delivery matches clients' needs within the agreed resource levels. Solutions will be underpinned by the clients required level of governance and assurance. **Train the Trainer** packages can also be developed using UDSS expertise when required.

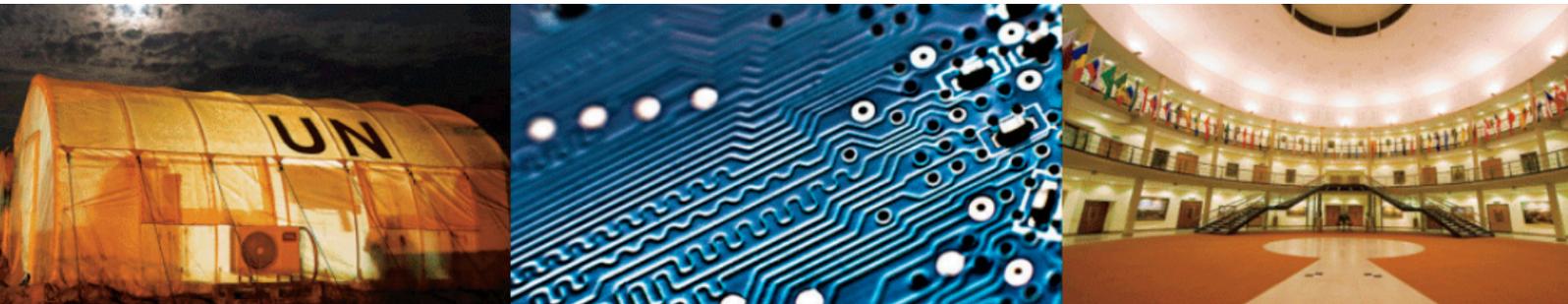


ISO
27001 : 2013
9001 : 2015

INTEGRATED
MANAGEMENT
SYSTEM

REGISTERED

Certificate
No:374922021



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For further information on how we can help you,
as a first stop please contact:

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