

MOD CTP Report

Table of Contents

Table of Contents	1
Glossary	2
Executive Summary	3
Overview of the CTP	4
Context	4
The CTP Model: structure and context	4
The Military Resettlement Pipeline	4
Policy	4
Statistics	5
Services and structure of the CTP	6
Support structure	7
Employer Funded Elements	7
Other Transition Support	8
Career Support Organisations	8
Employer Schemes	9
Evaluation of the CTP model for the North Sea Jobs Service	10
Scope and Scale	10
Ecosystem and layered support structure	11
Contract Management and Quality Control	12
Employer Engagement and Worker Incentives	13
Evaluation of CTP Programme Design and Quality Assurance	14
Summary	16
References	17

Glossary

Abbreviation	Definition
CRP	Core Resettlement Programme
CTP	Career Transition Partnership
CTW	Career Transition Workshop
ELC	Enhanced Learning Credits (A MOD funded allowance for higher-level qualifications, often used during transition to civilian careers, but also available for those still serving who have served over 6 years).
ESP	Employment Support Programme
ETS	Education and Training Services
GRT	Graduated Resettlement Time
JSP	Joint Service Publication
MOD	Ministry of Defence
NSJS	North Sea Jobs Service
RIS	Resettlement Information Staff
SL	Service Leaver
SLC	Standard Learning Credits (A MOD funded annual learning allowance of £175 to support personal development during both service and resettlement).
SRA	Service Resettlement Advisor

Executive Summary

This report assesses the MOD's Career Transition Partnership (CTP) model's relevance for the North Sea Jobs Service (NSJS). The authors' expertise is in military transition and the CTP, so North Sea observations are based on public information and logical assumptions, and should be read as design considerations, not definitive recommendations. The CTP, delivered by a lead private contractor (Reed, since 2024), is the official resettlement service for the UK Armed Forces. It is the third in a three-stage military pipeline offering a mix of digital and in-person support. Support is differentiated by Service Leavers' (SL) length of service, with those serving 6+ years receiving the most comprehensive support, underpinned by extensive employer-funded benefits like paid leave and training grants. While a strong template, applying the CTP model to the NSJS requires significant adaptation, as North Sea workers transition from multiple private employers, unlike the MOD. Key considerations include:

Infrastructure. To replicate the CTP's model and serve between 5000 and 10,000 workers per year, the NSJS will require significant investment in an extensive physical and digital network.

Employer Participation. To ensure the NSJS's sustainability, a commercial strategy is recommended to secure commitment from various North Sea Oil and Gas employers, as sole reliance on one employer's mandate and funding (like CTP has with the MOD) is not viable. The NSJS should factor in the military's 12-month notice period for SLs when planning access to training and re-skilling programs. Furthermore, before replicating the CTP model, the NSJS must consider that SLs already receive two stages of resettlement advice from the MOD before reaching CTP. The NSJS would therefore need to determine how to structure equivalent, employer-provided support across multiple private companies, or if this is in fact realistic.

Design and Delivery. The NSJS may wish to allocate support based on a worker's skills and target industry requirements, as opposed to the 'time served' model the CTP uses. For offshore workers, the CTP's digital approach may need modification to allow for a low-bandwidth, asynchronous platform with concise, modular, and downloadable content (PDFs, audio, low-res video) to ensure accessibility for all.

Operation. A planning consideration for the NSJS may be to determine the feasibility of a single 'umbrella' contract (like the CTP model) versus adopting a structure involving a distributed network of providers.

Evaluation. The NSJS would benefit from implementing a comprehensive evaluation framework integrating employment outcomes and detailed user experience metrics. It should be noted that CTP employment statistics cover a vast range of SL skills, and there is no evidence from publicly available data to definitively show that CTP support was the key factor in securing employment. Consideration could also be given to broader welfare and family support metrics beyond simple employment figures to fully measure the success of its transition programme.

Worker incentives. The chosen transition model for the NSJS may need to factor in worker incentives by considering how the attractiveness of new roles in target industries will compete with existing global opportunities in the Oil and Gas industry.

Overview of the CTP

Context

This report on the Ministry of Defence (MOD)'s Career Transition Partnership (CTP) has been written to analyse the relevance and potential applicability of the CTP model to the North Sea Jobs Service (NSJS). It has been written by Diagram Learning Studio's two Directors, who are both ex-Regular (now Reserve) British Army Officers in the Education and Training Services (ETS) Branch. While sources cited have been taken from the public domain, analysis and recommendations are informed by the authors' backgrounds in the Military Education and Resettlement system, along with our experience as Learning and Development professionals. The first half of the report provides an overview of how the CTP model operates within the MOD's resettlement pipeline, while the second half analyses what existing evidence says about its effectiveness and what can be learned from it when considering transition support in a different employment context, specifically focusing on the NSJS' proposed structure.¹

The CTP Model: structure and context

The Military Resettlement Pipeline

Policy

The effectiveness and relevance of the CTP model are best understood when placed within the broader context of the entire military resettlement pipeline. To fully appreciate the CTP's specific services and structure, one should first examine the overall pipeline of career transition support provided by the MOD. This includes different layers of resettlement assistance, which provide the basis for CTP's operations. This context ensures that the CTP is evaluated not in isolation, but as an important component of a staged approach to supporting Service Leavers (SLs) as they transition to civilian life.

Joint Service Publication (JSP) 534 sets out Tri-Service Resettlement policy. The policy's key aims can be summarised as:

- Provide timely, accurate, and tailored resettlement support to Armed Forces personnel.
- Deliver graduated, flexible, and accessible contracted resettlement assistance (advice, workshops, training, job finding support).
- Ensure quality assurance for resettlement activities, minimise travel and subsistence (T&S) expenditure, and only approve non-local or overseas training if unavailable in the UK.²

¹ <https://www.find-tender.service.gov.uk/Notice/009682-2026>

² Joint Service Publication 534 pp 5-6

(<https://www.gov.uk/government/publications/tri-service.-resettlement-manual-jsp-534>)

Tri-Service resettlement works on a three-lined system, with various levels of support staff provided at each line. SLs usually give a 12 month notice period.

The first line of resettlement is at the Unit level and is the responsibility of the Unit's Commanding Officer and their subordinate commanders. There is no fixed or typical number of personnel in a Unit, but it can range from around 100 to over 1000. The Unit needs to make sure that the SL has initiated the HR process for leaving through the MOD's HR tool and booked a Resettlement Advisory Brief. First line support is provided by Resettlement Information Staff (RIS), which is an umbrella term that involves different job roles depending on the Unit, but can include roles such as Learning and Development Advisors, Unit Resettlement Officers, and Resettlement and Education Co-ordinators.

The second line of resettlement is at the single Service level (i.e. the Army, Royal Navy, and Royal Air Force) and its purpose is to provide advice and guidance on what resettlement programmes might best suit the SL and provide the MOD approval for any resettlement activities. This is the stage where SLs are first registered with the CTP. Second line support is provided by a Service Resettlement Advisor (SRA) which again, is an umbrella term that includes different job roles depending on the Service. This is the stage that the authors of this report were involved as Army ETS Officers.

The third line of resettlement is at the MOD level where the contract is managed. This is where the CTP provides its service in line with the policy set out in JSP 534.

Statistics

The statistical breakdown of the number of personnel leaving the services and their engagement with the CTP can be found in the Career Transition Partnership Annual Statistics bulletin³. Numbers for the years 2020-2025 can be seen in the table on the next page.

³<https://www.gov.uk/government/collections/career-transition-partnership-ex-service-personnel-employment-outcomes-statistics-index>

Table 1: Summary of Career Transition Partnership Annual Statistics Bulletins

Financial Year	Total Service Leavers	Used a Billable CTP Service	Percentage uptake	Percentage of those employed *	Source Document
2024/25	14,558	10,208	70%	86%	CTP Annual Statistics 2024-25
2023/24	15,665	11,172	71%	88%	CTP Annual Statistics 2023-24
2022/23	16,453	11,427	69%	89%	CTP Annual Statistics 2022-23
2021/22	14,567	10,244	70%	87%	CTP Annual Statistics 2021-22
2020/21	12,240	9,496	78%	83%	CTP Annual Statistics 2020-21

**who used a billable CTP service and reported their employment outcomes six months after leaving service*

It should be noted that the total figure represents all ranks across all three services. This means that it includes SLs with highly specialised trades and qualifications, sought-after senior leaders, those with minimal qualifications, those who had professions before joining the military, and everything in between.

Services and structure of the CTP

The CTP is the official provider of resettlement services for the UK Armed Forces, acting as a partnership between the MOD and a lead private contractor, which in turn is supported by a network of other support (like training providers or charities). Between 1998 and 2024 this lead contractor was Right Management Ltd, and on 1st October 2024, the contract transferred to Reed in Partnership Ltd.⁴ As mentioned, the CTP represents ‘third line’ resettlement support (following ‘first Line’ Unit-level information and ‘second line’ SRA advice). MOD policy has a ‘CTP First’ principle, which means that SLs must use CTP-provided training where available before accessing external commercial providers, ensuring quality control and value for money.

⁴ [Career Transition Partnership Annual Statistics 203-day-long23-24 Bulletin](#)

The CTP delivers the following services designed to translate military experience into civilian employment:

- **Workshops:** The 3-day Career Transition Workshop (CTW) is the primary intervention, covering CV writing and interview skills. Other workshops include Financial Aspects of Resettlement (FAR), Housing Briefs, and Self-Employment awareness.
- **Vocational Training:** The CTP runs a Resettlement Training Centre (RTC) offering "Contract Funded" courses in trades like management, engineering, and health and safety.
- **Job Finding:** Access to RightJob (an exclusive job board) and relationships with "Forces-friendly" employers.
- **Post-Discharge Support:** CTP support remains available for up to two years after the discharge date. Beyond this, the Op ASCEND programme (launched 2025) provides through-life employment support.⁵

The CTP delivers a blended resettlement model. Digital tools form the core of the offering, including the online CTP portal, virtual workshops, eLearning and remote guidance. The in-person offerings, provided at regional hubs, offer deeper career discussions, facilitated workshops and employer events.

Support structure

The level of CTP support a SL receives is graduated based on their length of service or medical discharge status⁶. The four main levels of support are:

Core Resettlement Programme (CRP). This is for service personnel with 6+ years of service, or for those who are being medically discharged (regardless of time served). It includes career consultant access, maximum retraining time and training grants provided by the MOD.

Employment Support Programme (ESP). This level of support is for personnel with 4 to 6 years of service, and includes access to career consultancy and job-finding support, but no paid retraining time or training grants.

CTP Future Horizons (FH). Aimed at Early SLs with less than 4 years of service, this package is focused on building a personalised support plan, including CV help, advice on local job markets, training and accessing the main CTP job tools.

CTP Assist. For medically discharged personnel, or those on Recovery Duties with injuries, illness or long-term health challenges. It is available regardless of how long someone has served and provides adapted and extended support aimed at helping individuals overcome barriers to employment and find a suitable civilian role.

⁵ <https://careersafterservice.campaign.gov.uk>

⁶ <http://www.modctp.co.uk/service-leavers>

Employer Funded Elements

A critical component of the CTP offer detailed above is the **provision of resources by the Employer** (the MOD) to facilitate retraining. The MOD-funded elements of the CTP include:

Graduated Resettlement Time (GRT). CRP-eligible personnel are entitled to up to 35 days of paid "on-duty" time specifically for resettlement activities (training, workshops, civilian work attachments). This is separate from annual leave.

Individual Resettlement Training Costs (IRTC). A tax-free grant of **£534** provided to CRP-eligible personnel to pay for training. It can be used for CTP "Contract Funded" courses (which are heavily subsidised) or external training.

Travel Warrants. Entitlement to travel at public expense to attend resettlement activities.

Standard Learning Credits (SLCs) and Enhanced Learning Credits (ELCs). While the CTP website correctly lists SLCs and ELCs as elements of the resettlement package, it is important to note that these are not exclusive CTP benefits. SLCs and ELCs are entitlements for all service personnel, regardless of their leaving status (SLCs are available for any time served; ELCs require 6 or more years of service). The funding and administration for both schemes come from the MOD. The CTP's role in this context is primarily limited to raising awareness of these existing MOD-provided benefits.

Other Transition Support

In addition to the MOD CTP support, there is a variety of other support available to SLs and their families. This includes charitable organisations, government-funded programmes, and employer-led initiatives that collectively provide employment, welfare, health, housing, and specialist support.

Career Support Organisations

Other specialist organisations provide employment support both alongside and separately to the CTP, including:

Forces Employment Charity. A key provider of veteran employment support. As well as delivering elements of the CTP, it also offers lifelong support to veterans regardless of discharge date. It also delivers government-funded programmes like Op NOVA (support for veterans in the justice system) and Op ASCEND (through-life career support for veterans).

Heropreneurs. An offshoot of the Forces Employment Charity providing training, mentoring, funding, and networks for those pursuing self-employment or enterprise careers.

X-Forces Enterprise. Specifically aimed at members of the Armed Forces pursuing self employment of enterprise careers. Also, one of the sub contractors delivering CTP training.

SSAFA. Provides face-to-face support and mentoring during transition and for up to two years post-discharge. They also organise veteran-led peer support groups

Groups like the **Women's Royal Army Corps Association** focus on female veteran support.⁷

Employer Schemes

Several employers operate targeted recruitment or placement schemes for SLs and military families. Two notable Civil Service schemes are:

'A Great Place to Work for Veterans': A UK-wide initiative where eligible veterans who meet the minimum criteria for a role automatically progress to the next stage of recruitment (e.g. interview).⁸

'Going Forward into Employment': Offers work placements and fixed-term paid contracts for ex-Service personnel and their spouses/partners, often leading to long-term Civil Service roles.⁹

Many private companies also offer internships and placements to SLs and veterans. These include (but are not limited to) Amazon, Barclays, KPMG and BT, along with many other employers signed up to the Armed Forces Covenant¹⁰. For example, Risk Evolves, a UK-based risk management consultancy, offers a military mentorship scheme allowing SLs to shadow staff members to gain commercial experience¹¹.

⁷ https://wraca.org.uk/page_id15979

⁸ <https://www.civil-service-careers.gov.uk/great-place-to-work-for-veterans/>

⁹ <https://www.civil-service-careers.gov.uk/gfie-pathways/#veterans>

¹⁰ <https://www.armedforcescovenant.gov.uk/organizations/businesses/>

¹¹ <https://www.riskevolves.com/supporting-armed-forces-veterans-military-mentorship-scheme>

Evaluation of the CTP model for the North Sea Jobs Service

This section provides an evaluation of the CTP model's potential application to the NSJS. As the authors' primary expertise lies in military learning and development and the operation of the CTP, observations about the North Sea context are based on publicly available information and logical assumptions about how that sector operates. These observations should be read as indicative considerations rather than definitive prescriptions. The evaluation is structured around key themes, with key considerations highlighted in bold at the end of each paragraph.

Scope and Scale

The estimate of workers per year that the NSJS would work with is 5,000-10,000¹² which is below the range of c.12,000-c-16,000 (see Table 1) that the CTP deals with for the MOD. At first look, the CTP does indeed work with a significant and regular volume of personnel, so porting that model over to another industry could appear attractive. However, what the statistics do not show is the nationwide physical and digital infrastructure that the CTP requires to be able to do this. There are ten regional CTP hubs, with the flagship one located in Aldershot¹³ as well as the CTP digital platform, which provides a plethora of resources as well as live chat functionality. **A model like the CTP does enable assistance to be provided to significant numbers of SLs, but this is only possible because of the extensive infrastructure that supports it. Therefore, any attempt to replicate it for NSJS is likely to require a large investment in infrastructure.**

The CTP Annual Employment reports¹⁴ include data about the employment outcomes of SLs and whether they left as an Officer or as a Soldier (Officer Ranks and Other Ranks in the report). However, it does not include what trade these SLs were in the Armed Forces, nor what their prior employment was before they joined. This is important for several reasons. Firstly, some jobs in the Armed Forces have direct or similar civilian equivalents, often with civilian qualifications provided¹⁵, so resettlement for these careers could be more straightforward and require minimal CTP input (but would still be included in the statistics). Secondly, this is also true for those service personnel who serve in Professionally Qualified roles¹⁶ (roles such as doctors, nurses, dentists, and vets.) For these roles, service personnel either join up already qualified or the MOD funds their training. Thirdly, not all personnel join the Armed Forces directly from school or university. Many come with existing trades, skills, and employment they can go back to once they leave the Armed Forces.

¹² <https://www.find-tender.service.gov.uk/Notice/009682-2026>

¹³ <https://www.gov.uk/guidance/career-transition-partnership>

¹⁴ <https://www.gov.uk/government/collections/caoutcomesreer-transition-partnership-ex-service-personnel-employment-outcomes-statistics-index>

¹⁵ <https://www.army.mod.uk/army-careers/careers/career-enhancing-qualifications>

¹⁶ <https://jobs.army.mod.uk/regular-army/entry-options/specialist>

So although the statistics show ‘regular SLs who used a billable CTP service and reported their employment outcomes six months after leaving service’¹⁷, the extent to which that CTP support played a role in their employment outcome is not clear. This could be particularly relevant for the NSJS, depending on how similar the jobs in clean energy and associated industries are to their existing roles in the oil and gas sector, and how many would require specific training through an organisation like the CTP. **The CTP employment statistics reflect a vast range of SLs, from those with highly transferable skills to those with minimal qualifications. Therefore, the numbers alone cannot tell us the true level of support each person accessed or prove that the CTP was directly responsible for their successful moves into civilian employment.**

Ecosystem and layered support structure

It would be easy to view the CTP as simply a scheme delivered by a contractor (Reed), however it must be understood as a **partnership** with the employer (MOD), which acts as a gateway to a huge ecosystem of transition support, including various charities and course providers. The strength of this ecosystem is its centralised control; the MOD is the policy owner and primary funding source, allowing Reed to act as the CTP’s lead ‘umbrella’ contractor within a clearly defined framework (JSP 534) and enforce the ‘CTP first’ policy. An important distinction between this model and the proposed NSJS is that the NSJS will serve workers transitioning from multiple private sector employers, not a single public employer like the MOD. The NSJS will not be able to rely heavily on the employer in the same way. Instead, it may have to function as a central coordinator for the whole sector. Replicating the successful relationship between the MOD and the CTP is likely to require a diplomatic and commercially-driven approach to secure participation from multiple employers of varying sizes. For example, while the MOD is able to fund 35 days of resettlement leave for employees along with resettlement grants, private sector employers will probably need to be financially incentivised to provide similar levels of support. **While the CTP has a strong mandate for employer engagement, the NSJS may need to adopt a more commercially-driven approach to ensure participation from multiple North Sea oil and gas employers. A key focus must be on incentivising these employers to support their personnel as they transition to other sectors.**

The description of the MOD resettlement pipeline makes it clear that it functions as a three-line system. The Market Engagement Notice for the NSJS states that they require a “front door” contact point for service users and employers and a referral mechanism”.¹⁸ It would be easy to assume that the CTP functions as the ‘front door’ to the resettlement process in the MOD but the SL only registers with the CTP as part of the second line of resettlement. By the time they have reached this stage, a SL should have spoken to a RIS and an SRA. They are then registered with, and reach the ‘front door’ of, the CTP. Translated to a civilian context this would mean that an employee would have spoken to two different people employed by their current employer about how they can help them find another job, before the second person registers them with a CTP equivalent. This requirement of a current employer to provide employment

¹⁷ [Career Transition Partnership Annual Statistics 203-day-long23-24 Bulletin](#)

¹⁸ <https://www.find-tender.service.gov.uk/Notice/009682-2026>

advice to outgoing employees is unusual, but is vital to understanding the full MOD resettlement pipeline. **By the time a SL gets to the CTP, they have already been through two levels of resettlement advice provided by their current employer, the MOD. If the NSJS wants to replicate the CTP model, it must first consider how to structure equivalent employer-provided support across multiple private employers (or if this is even possible).**

As well as the unusual step of employer provided resettlement advice, the standard notice period for leaving the Armed Forces is 12 months, although this can shorten or lengthen in some circumstances. The length of this notice period enables another significant feature of the MOD resettlement process. SLs are entitled to various levels of leave/absence from their work to attend resettlement activities. This enables them to not only attend any resettlement training or courses whilst still being employed in their role, it also means courses or training of a longer duration can be available to them. **To enable similar access to training courses and time to develop skills for future roles that the CTP offers, the standard 12 month notice period for SLs should be a planning consideration for the NSJS.**

The CTP's blended model, balancing in-person regional hubs with digital tools, is a solid template that the NSJS could start from. However, the NSJS's requirement for "system and personnel requirements to deliver hybrid services" is complicated by the environment in which many of its potential users operate. While internet connectivity offshore in the North Sea may be broadly comparable to a deployed military environment, personnel in their last 6-12 months of service in the MOD are rarely deployed. So, the CTP's digital platform is mainly designed for a land-based population with reliable connectivity. If the NSJS were to replicate the CTP's digital approach, a low-bandwidth and asynchronous platform would be vital. From a learning design perspective, the delivery model would likely need to account for unstable internet access. Courses would therefore need to be designed with concise, modular content that can be pre-downloaded and completed offline or in short bursts (for example, simple PDFs, audio, or low-resolution video). Heavy reliance on live sessions (such as the CTP's online workshops), high-definition video, or complex interactive eLearning would risk excluding offshore workers. An effective plan for this cohort would prioritise simple digital formats supported by flexible face-to-face engagement where possible. **To address the NSJS's hybrid service requirements for offshore workers, the CTP's digital approach needs modification. A low-bandwidth, asynchronous platform with concise, modular, and downloadable content (PDFs, audio, low-res video) may be key to ensuring accessibility during offshore rotations.**

Contract Management and Quality Control

Due to the "CTP First" principle, MOD personnel are directed to use CTP-provided training in the first instance. This is most likely because it supports consistency and quality assurance across a national programme, as well as providing the MOD with value for money. The NSJS would need to assess whether a similar single 'umbrella' contract is the most practical option in

terms of funding, administration, and oversight. An alternative approach could involve commissioning a distributed network of specialist training providers. This may offer greater flexibility, particularly where the aim is to support transitions into specific technical roles or emerging industries. It could also allow more targeted procurement of specialised qualifications. However, a networked model would place a greater burden on managing contracts and quality assuring delivery from multiple providers. This would likely increase the administrative complexity. The CTP structure also reflects the MOD's role as a single national employer and primary funder (conditions that are unlikely to apply in the NSJS context). **A planning consideration for the NSJS may be to determine the feasibility of a single 'umbrella' contract (like the CTP model) versus adopting a structure involving a distributed network of providers.**

Employer Engagement and Worker Incentives

The Career Transition Partnership has a strong and well-established approach to helping SLs find work. Its RightJob platform acts as a dedicated job board for them, supported by relationships with "Forces-friendly" employers and up to two years of post-discharge support. This shows the value of having a trusted job-matching service, active employer engagement, and ongoing support during transition and is a strong template that the NSJS can look to replicate. However, the NSJS may wish to slightly modify their approach - rather than focusing mainly on current vacancies, job boards for those leaving the oil and gas industry would need to be shaped by close working with employers to identify future skills needs and upcoming roles. In the same way, while the CTP's general CV and interview workshops provide a useful foundation, the NSJS could go further by offering more targeted employment support. This is in line with one of its stated expected deliverables of 'including career advice, identification of target vacancies, employment fairs, referral and/or Guaranteed Interview Schemes for Industrial Strategy Priority Sectors'. Overall, the CTP provides a proven template, but one that would need to be adapted to support a large-scale workforce transition. **The NSJS could adapt the CTP model by creating a trusted job-matching service that prioritises future skills needs, proactively engages with employers from target industries and offers sector-specific career and employment support for workers.**

A further consideration is the incentive structure facing experienced oil and gas workers. Unlike military personnel, who typically face a defined end to their service, workers in the oil and gas industries are (although encouraged) not currently mandated to leave their sector. As a result of their globally transferable skills, transition programmes into emerging energy sectors may, in practice, be competing with continued employment in traditional oil and gas roles elsewhere in the world. This suggests that, beyond providing training and job-matching services, any transition model would have to consider the relative attractiveness, pay, and stability of alternative pathways available to workers. **The NSJS may wish to consider the relative attractiveness, pay, and stability of alternative pathways, as these workers possess globally transferable skills and are not mandated to leave their sector.**

Evaluation of CTP Programme Design and Quality Assurance

From a high-level programme design perspective, the CTP model appears broadly robust. Firstly, it provides a coherent pipeline designed in conjunction with the Employer, which gives SLs a structured and clear transition pathway with many support touchpoints. Secondly, it attempts to differentiate its offerings, acknowledging that not all personnel face the same level of transition difficulty and therefore need the same support. From a programmatic planning perspective, this attempt at differentiation is a useful way of knowing where to allocate resources and funding. Finally, the CTP operates a blended service combining regional hubs with a digital platform, making the support accessible to a wide range of personnel. This is a strong template that the NSJS could look to replicate.

However, despite its strengths, there is room for improvement in the overall design of the CTP. Differentiation in offerings is based on time served, where longer service essentially means more funding and support. This may be based on an assumption that those with longer service face a bigger identity shift, possess fewer transferable civilian skills and therefore require more in-depth transition support. While this may be the case for many, the assumption fails to account for two main factors:

- **How directly a person's military trade transfers to civilian employment.** For example, a REME (Royal Electrical and Mechanical Engineers) electrical engineer who has served for 15 years may have vastly more transferable skills than an infanteer who has served for 3 years and has not gained any transferable skills or qualifications in their time in service. However, the engineer would be entitled to more comprehensive resettlement grants, leave, and in-depth CTP support, whereas the infanteer would have much less support while likely requiring more.
- **The skills and qualifications a person brings from prior civilian employment to their military service.** For instance, a military doctor who joined as a Professionally Qualified Officer (PQO) and served for 10 years would be entitled to the highest level of Career Transition Partnership (CTP) support. In contrast, consider an Artillery soldier who has served for 4 years and joined the service with few civilian qualifications. The doctor, having maintained their professional registrations funded by the Army and possessing immediately transferable skills, would likely require minimal assistance from the CTP. However the Artillery soldier with a lower entitlement would benefit greatly from a higher level of CTP support due to needing reskilling and perhaps new civilian qualifications.

To avoid the CTP's potential flaw of linking levels of support to how long someone has worked, the NSJS may want to allocate support based on an assessment of their skills, existing qualifications and the requirements of their target industry.

The current evaluation approach for the NSJS appears to focus predominantly on employment outcomes¹⁹. While internal checks on training quality and providers probably exist, there is no evidence available of the CTP's invalidation strategy in the public domain. The authors have informally sought feedback from a small network of recent SLs on their CTP experience. The responses received were mixed; however, a common theme in this anecdotal input was that many found the workshops and advice to be slightly generic or 'tick-box' in nature. Although these are not systematic evaluations and cannot be cited as proper references, this informal input suggests a potential gap between official employment outcomes and user satisfaction with the quality of the service, which is worth being aware of. Also, the data available does not actually show us whether the CTP's support directly caused the new employment or not. Without rigorous public evaluation of the support quality or user experience, it is impossible to establish causality. Effective learning design, as reflected in models such as ADDIE, requires continuous feedback on the quality of the intervention itself (the structure, relevance, and delivery of the workshops) to ensure the user journey is optimised for successful learning transfer²⁰. Focusing solely on the outcome masks critical flaws in the input, hindering the potential for genuine improvement. **The NSJS should consider implementing a comprehensive evaluation framework that integrates both employment outcomes and detailed metrics on user experience and journey quality to enable effective, data-driven improvements.**

Independent research with service families has also highlighted that employment is only one element of a successful transition, and that outcomes are shaped by a wider set of factors. The Families Federations' *Lifting the Lid on Transition* study found that housing, finances, health, family stability, and spousal employment all play a significant role in determining how successfully personnel adjust to civilian life²¹. The report emphasises that, while most SLs do find employment, transition experiences vary widely and are strongly influenced by the extent to which individuals and their families engage early with available support. This reinforces the importance of holistic, well-coordinated transition services that address the broader circumstances of the individual, rather than focusing solely on job placement. **The NSJS evaluation framework may benefit from considering broader welfare and family support metrics beyond simple employment figures to fully measure the success of its transition programme.**

¹⁹https://assets.publishing.service.gov.uk/media/67a6115a6006e4154dc498a1/Career_Transition_Partnership_ex-service_personnel_employment_outcomes_financial_year_2023-24.pdf

²⁰ <https://www.instructionaldesigncentral.com/instructionaldesignmodels>

²¹ <https://aff.org.uk/wp-content/uploads/2018/11/Transition-Final-Report-FINAL-ONLINE.pdf>

Summary

The CTP model offers a strong foundation for the NSJS, but its successful application would require several changes, the most significant being the need to incentivise the multiple private employers in the North Sea oil and gas sector to support the transition of their workers. Unlike the CTP, the NSJS cannot rely on the mandate and support of a single public employer like the MOD. A recommended design improvement on the CTP model would be for the NSJS to allocate support based on a worker's skills and target industry requirements (rather than time served in the industry), to ensure workers are receiving the support they need. For delivery, the CTP's digital model could be modified to create a low-bandwidth, asynchronous platform with concise, modular, and downloadable content to ensure accessibility for offshore workers.

Operationally, the NSJS may need to determine the viability of a single umbrella contract (like the one Reed holds in the CTP) versus a distributed network of providers. Finally, for long-term effectiveness, the NSJS should implement a comprehensive evaluation framework that integrates both employment outcomes and user experience quality and considers broader welfare and family support metrics to fully measure the success of its transition programme.

Overall, the CTP offers a useful structural template, but the NSJS will need to adapt it to a more fragmented and privately led workforce.

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