



# The Development of a Framework for Appointing and Appraising UK Military Personnel

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# Context

- Strategic Defence & Security Review
  - Reorganisation of military to meet defence priorities (Army 2020)
- New Employment Model
  - Flexible & transparent career management
- Reduction in Force numbers
  - Drives multi-agency working/Whole force concept
  - Drives upstream engagement
- Reviews of working practices & authorities
  - Levene reform, Haddon-Cave report
- Management of Specialisations



# Current Process

- Officers and Other Ranks have a joint appraisal documents (OJAR & SJAR) which are used for:
  - Promotion decisions
  - Assigning to job roles
  - Providing feedback
- The current work aims to improve this through:
  - Increased transparency
  - Individual understanding of career paths & skills associated with those
  - Better management information



# Research Requirement

- Establish a Knowledge, Skills & Experience framework
  - Officers & Soldiers, tri-Service
  - Measureable & applicable
  - Underpinning
- Core and Functional Framework



# Approach Taken so Far

- Army occupational psychologist - project lead
- Mixed use of MOD psychologists & contractors (for resource support)
- Support from Royal Air Force and Royal Navy occupational psychologists to validate applicability to their Service
- Input from military personnel and subject matter experts (SMEs) in each Service
- Mixture of Qualitative and Quantitative methods



# Core & Functional KSE

- Core
  - 'Behavioural' & common to all (11 KSE)
  - Similar to current appraisal reporting system
- Functional
  - Largely knowledge based
  - Key common functional requirements across Career Fields(17 FKSE for 6 Career fields)
  - Not applicable to all, but show ability towards a certain career path, largely at a staff Officer level



# Core KSE

CORE KSE	SUB-CORE KSE
<b>ADAPTABILITY</b>	LEARNING & DEVELOPMENT
	FLEXIBILITY & RESILIENCE
	INNOVATION
<b>AWARENESS &amp; UNDERSTANDING</b>	CULTURAL AWARENESS & UNDERSTANDING
	ORGANISATIONAL AWARENESS & UNDERSTANDING
<b>COMMUNICATION &amp; INFLUENCE</b>	COMMUNICATION
	INFLUENCE
	ENGAGE OTHERS
<b>DELIVERING RESULTS</b>	RESOURCE MANAGEMENT
	ACCOUNTABILITY
	ACHIEVING RESULTS
	INFORMATION MANAGEMENT AND ASSURANCE

CORE KSE	SUB-CORE KSE
<b>LEADERSHIP</b>	BUILD CAPABILITY
	LEAD BY EXAMPLE
	INSPIRATIONAL VISION
	PERFORMANCE MANAGEMENT
<b>PROBLEM SOLVING &amp; DECISION MAKING</b>	INFORMATION SEEKING
	PROBLEM-SOLVING
	DECISION MAKING
<b>STRATEGIC THINKING</b>	FORWARD THINKING
	BIG PICTURE PERSPECTIVE
<b>TEAMWORK &amp; COLLABORATION</b>	WORKING TOGETHER
	RELATIONSHIP BUILDING
<b>PHYSICAL CAPABILITY</b>	PHYSICAL CAPABILITY
<b>RISK MANAGEMENT</b>	RISK MANAGEMENT
<b>VALUES &amp; STANDARDS</b>	VALUES & STANDARDS



# How to Use the Core Framework

- One scale for job specification (1-5) and appraisal (0-5)

Communication & Influence	0	1	2	3	4	5
<p><b>Communication</b> <i>'Effectively transfers thoughts, ideas &amp; direction to others'</i></p> <p><b>Influence</b> <i>'Considers differing perspectives of others, whilst asserting own ideas and persuading'</i></p> <p><b>Engage Others</b> <i>'Creating rapport to gain support and commitment from others'</i></p>	<ul style="list-style-type: none"> <li>▪ Demonstrates a lack of awareness of others' perspectives and requirements</li> <li>▪ Fails to listen to instructions</li> <li>▪ Fails to demonstrate an awareness of others' perspectives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivers information to others' when instructed</li> <li>▪ Establishes connections with those around them</li> <li>▪ Listens to instructions</li> <li>▪ Able to present idea with some reasoning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to use different styles of communication when required</li> <li>▪ Establishes connections to build rapport with those around them</li> <li>▪ Able to exert some influence to fulfil tasks by demonstrating some awareness of others' perspective</li> <li>▪ Listens to others' ideas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alters styles of communication suitable for different situations</li> <li>▪ Establishes connections to build rapport with a range of others'</li> <li>▪ Persuades and negotiates by demonstrating an awareness of others' perspectives and requirements, altering approach as necessary</li> <li>▪ Ensures messages are conveyed and understood</li> <li>▪ Listens to others' and is receptive to new ideas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to adapt styles of communication to suit a variety of situations</li> <li>▪ Establishes connections to build rapport with a range of individuals and groups</li> <li>▪ Effectively persuades and negotiates whilst considering perspective and requirements of others; showing an awareness of relevant knowledge and data</li> <li>▪ Ensures messages are conveyed effectively and understood by all parties</li> <li>▪ Makes time to listen to individuals and groups; being receptive to new perspectives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to adapt styles of communication based on cues in the environment to suit a variety of situations</li> <li>▪ Establishes connections to build rapport with a wide scope of individuals and groups</li> <li>▪ Effectively persuades and negotiates whilst considering perspectives of others; using knowledge and data to support arguments</li> <li>▪ Ensures messages are conveyed effectively and understood by all parties</li> <li>▪ Displays enthusiasm and commitment to increase peoples' engagement</li> <li>▪ Communicates appropriately to encourage inclusion</li> <li>▪ Seeks out opportunities to actively listen to individuals and groups; being receptive to new perspectives</li> </ul>





# How to Use the Core Framework

- Sampled three Services and two main budget areas (Army, RAF, RN, JFC & DE&S)
- Total response currently 345 and analyses are ongoing
- Questionnaire used for current validation to assess:
  - Usability
  - Applicability



# How to Use the Core Framework

- Potential options for how to use the framework include:
  - Scale extensions by using +/- for each level
  - Assigning a specific level to certain ranks



# Functional Framework Development

- External contract in 2014
  - Interviews with 120 personnel, tri-Service, across career fields, approximately 15 workshops with specialists
  - Survey to 700 personnel
- Draft Functional Framework:
  - 16 Knowledge, Skills, Experience areas
  - Positive and negative indicators



# Functional Framework Development

- MOD psychologists have continued to develop the framework produced by the contract
- Consulting with:
  - Military personnel working within the defined areas (SMEs)
  - Heads of Professions
- Using specialist frameworks



# Current Draft Functional Framework

KSE GROUPING	KSE
HIGH LEVEL POLICY AND STRATEGIC ENGAGEMENT	STRATEGY AND POLICY DEVELOPMENT
	ENGAGEMENT ACTIVITY
	WIDER DEFENCE PERSPECTIVE
OPERATIONAL DELIVERY	OPERATIONAL PLANNING
	<i>FORCE PREPARATION AND GENERATION</i>
	EXECUTION OF OPERATIONS
	SUSTAINING OPERATIONS
UTILISING INFORMATION AND TECHNOLOGY	INFORMATION, ANALYSIS AND EXPLOITATION
	TECHNOLOGICAL UNDERSTANDING
	<i>MANAGEMENT OF SERVICES AND SYSTEMS</i>
PERSONNEL MANAGEMENT AND DELIVERY	PERSONNEL PROCESS
	TRAINING AND EDUCATION
	WORKFORCE PLANNING AND MANAGING
PROGRAMME MANAGEMENT AND VALUE-FOR-MONEY	ACQUISITION
	CONTRACT MANAGEMENT
	FINANCE
	PORTFOLIO, PROGRAMME OR PROJECT MANAGEMENT (P3M)



# Future Validation of the Functional Framework

- A similar process to the Core framework will be applied to the Functional but with personnel from the specific areas
- The levels of the framework have to be assured by the specialists in all three Services to ensure:
  - Usability
  - Applicability



# Future

- Implementation options are being discussed strategically
  - What is the minimum baseline for the implementation for the framework?
- This is a change process and therefore has implications on resources, allocating priorities etc



# Comments

- Complex task
- Breadth of Service, rank & functionality
- Depth of expertise
- Application across Ministry of Defence (Has to be usable, simple and meaningful)
- High impact & visible
- Monitoring the Frameworks- potential further validation (measures of 'success'?)





- Any Questions?

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