

# PERSONNEL COMMANDERS THE PEOPLE - THEIR PURPOSE

THE AMALGAMATION OF THE SECOND SEA LORD (THE CHIEF OF NAVAL PERSONNEL) AND THE COMMANDER-IN-CHIEF NAVAL HOME COMMAND (IN CHARGE OF TRAINING AND RESERVES) HAS BROUGHT ALL PERSONNEL MATTERS UNDER ONE HEAD



Second Sea Lord and Commander-in-Chief Naval Home Command  
Admiral Sir Michael Boyce KCB OBE ADC

The amalgamation of the Second Sea Lord (the Chief of Naval Personnel) and the Commander-in-Chief Naval Home Command (in charge of Training and Reserves) has brought all personnel matters under one head and this has already shown great efficiencies and effectiveness in the conduct of business. People of every cloth within the Royal Navy are the concern of 2SL/CNH and his job is to ensure that he has enough properly trained and well motivated men and women to fill billets at sea and ashore to allow the Navy to meet its commitments in peace, crisis and war.

Sir Michael Boyce joined the Royal Navy in 1961. A submariner, he served in HM Submarines ANCHORITE,

VALIANT and CONQUEROR and subsequently commanded HM Submarines OBERON, OPOSSUM and SUPERB, when he was awarded the OBE. On promotion to Captain in 1982 he

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commanded HMS BRILLIANT, before returning to the submarine world as Captain Submarine Sea Training.

Following service in the Gulf as Senior Naval Officer Middle East, in the rank of Commodore, he served as Director of

Naval Staff Duties in the MOD. He was promoted to Rear Admiral in July 1991 and assumed the duties of Flag Officer Sea Training and Naval Base Commander Portland. In November 1992 he became Flag Officer Surface Flotilla, an appointment which until January 1994 included the NATO appointment of Commander Anti-Submarine Warfare Striking Force.

Sir Michael Boyce was promoted to Vice Admiral in February 1994 and was knighted in the 1995 New Year's Honours List. Promoted to Admiral on 25 May 1995, he simultaneously took up the appointment of Second Sea Lord and Commander-in-Chief Naval Home Command.

# MANAGING OUR PEOPLE AN INDEPENDENT REVIEW

PEOPLE'S CHANGING ATTITUDES AND ASPIRATIONS BOTH IN THE  
WORKPLACE AND SOCIETY AT LARGE

In the last edition, Commodore Doug Lewis wrote of the setting up of the Independent Review of the Armed Forces' Manpower, Career and Remuneration Structures, to be led by Sir Michael Bett (ex Deputy Chairman British Telecom and former member of the Armed Forces Pay Review Body).

The team spoke to over 5000 individual Service personnel during a comprehensive visit programme ashore, afloat and (sometimes) in the air, both at home and overseas, and received over 6000 completed questionnaires. Assisted by management consultants, the team held consultative discussions with Second Sea Lord, Adjutant General and Air Member for Personnel and Service personnel and other staff plus senior civil servants in MOD and other Whitehall Departments. Other nations' Armed Forces were also visited to see whether any lessons could be learnt.

Focusing on the year 2010, the team also took into account people's changing attitudes and aspirations both in the workplace and society at large including issues such as home ownership, working wives, partners, women at sea, pregnancy, and homosexuality, although no recommendations were made on the last 3 issues.

Sir Michael Bett delivered his report to the Secretary of State for Defence at the end of March 1995. It contained over 150 recommendations in its 160 pages. The report was published by the Government on 5 April 1995, without any view being taken on its contents, to enable members of the Armed Forces to be fully aware of its proposals and to assist the consultation process.

As both the Secretary of State and the Chiefs of Staff have been at pains to point out, Sir Michael's recommendations were his own. They will have to be carefully studied by MOD to assess their applicability. All Service personnel have been given the opportunity to voice their

own reactions to the recommendations and detailed feedback has been obtained through the Divisional system.

Sir Michael's main recommendations are outlined below.

## THE MAIN RECOMMENDATIONS

With over 150 individual recommendations, many of which are interlinked, it is important to consider the report as a complete package, rather than concentrate on how any one recommendation might impinge upon particular individuals. The more significant interlinked recommendations cover a new engagement structure, a new pay structure, a new pension scheme, and a new resettlement package.

*All Service personnel have been given the opportunity to voice their own reactions to the recommendations.*

### A New Engagement Structure

Sir Michael recommends that a three-stage career structure should be introduced for both officers and ratings. The initial engagement would last between 6-12 years. Selection to the second stage would take personnel to around age 40, and the third stage engagement would be available for certain specialists and more senior management to serve to age 55. Eligibility for relevant allowances would be linked to each stage.

### Drafting, Appointing and Promotion

One of the most difficult and far reaching recommendations is that people should be drafted to ensure, as far as possible, that they were able to remain in the same geographical area for periods of at least five years. This would enable both married and single people to become more closely integrated within local communities, and to buy their own

homes. Again, relevant allowances would be linked to this aim.

Another recommendation is that posting policy for ratings should be brought more in line with officers, with both having more influence over their career decisions and longer notice of proposed moves. All roster advancement would be replaced by selective promotion, and the current practice of automatic promotion for time served, beyond the rate of Petty Officer and rank of Lieutenant, would cease.

The report recognised that Service personnel and their families would increasingly want freedom of choice over their lifestyle. Married and single people would receive equivalent treatment, with appropriate arrangements for those in stable partnerships. This new pattern of Service, he suggested, would remove the need for many of our present allowances such as separation allowance, leave travel and separation warrants, excess fares and food and accommodation charge waivers. However, if on a course or short draft of under 6 months, then Service accommodation costs would be paid for, and some financial assistance would be available for weekend commuting home.

### Food and Accommodation Charges

Sir Michael recommends that once the Armed Forces Pay Review Body has aligned accommodation charges more closely with civilian norms, charges for food and accommodation should thereafter be set by MOD. The standards of both married and single Service accommodation should, he argues, be substantially improved to keep up with those expected in the civilian sector. A "Pay as you dine" system is recommended. Seagoers and those serving in field conditions would continue not to be charged for food and accommodation.

## **Leave Travel Warrants**

Sir Michael considers that the circumstances which long ago justified payment of leave travel warrants - the National Serviceman's relatively low pay and his reliance on public transport - no longer apply in the era of the "military salary". He sees the scheme as both difficult to control and expensive to administer, and concludes that free leave travel should be withdrawn except for those under 18. He suggests that the AFPRB be invited to recommend a modest increase in pensionable pay as compensation.

## **Allowances**

Continuation of the Longer Service at Sea Bonus (LSSB) is recommended, becoming the model for a new "Deployment Allowance" payable to individuals regularly deployed into the field for long periods. An increase in LSSB might be deemed appropriate by the Navy Board to compensate for the loss of free travel warrants for seagoers; and consideration should be given to compensating personnel for the additional costs of travel home when a ship is away from its Base Port in the UK.

Local Overseas Allowance should continue, but with the responsible budget holder having increased responsibility in the setting of rates and with some changes in the way these rates are calculated in order to better reflect a comparable UK lifestyle.

Boarding School Allowance should also continue, although with tighter rules and with eligibility being determined by the appointing and drafting staffs.

## **Fewer Ranks**

One significant, though tentative recommendation, much debated in the media, is that the number of officers ranks should be reduced from 11 to 7 and those

for ratings from 7 to 4. The ranks which it is suggested might be combined are Ord / AB, PO / CPO / CCPO, Mid / Sub Lt, Capt / Commodore, Rear / Vice Admiral, Admiral / Admiral of the Fleet.

### **New Pay Structure**

Sir Michael recommends that individuals' varying levels of skills, qualifications and responsibility within a rank should be recognised and separately rewarded by the introduction of pay ranges. Jobs would be allocated to these ranges by an improved system of job evaluation. With pay increasingly linked

to performance and job weight, this would represent a departure from the Navy's traditional "all of one company" pay philosophy. Additional pay such as flying pay, diving pay, and submarine pay would, where it represents a permanent element of pay, be absorbed into basic pay to create premium pay ranges which would be fully pensionable. A number of minor forms of additional pay such as Northern Ireland, Falkland Island and South Georgia Pay, would cease with the introduction of the proposed new Deployment Allowance. London Pay would be phased out. Sir Michael

concludes that the original reasons for its payment - additional accommodation and travel costs in the Capital - are now adequately compensated by other allowances.

### **New Pension Scheme**

Sir Michael has recommended a new pension scheme, comprising a "Starter Scheme" for those in Stage 1 of his proposed new career structure, and a "Main Scheme" for those in Stages 2 and 3. The new scheme would be the same for officers and ratings alike, and pensions would be based on the best 12 consecutive

month's salary during the final 3 years of Service, unlike today where pensions are based on "representative" pay for the rank, irrespective of the rate of salary actually being paid on retirement. Under the proposed scheme, the payment of immediate pensions to officers retiring from age 37, and to ratings from age 40, would cease in favour of a "Completion Bonus", payable when individuals reach the end of a career stage. Bonuses could be accumulated for payment at a later stage, if preferred, and thereby be calculated at a higher rate. The scheme would also include improvements to

benefits payable in the event of an individual's death or injury, and would allow widows to retain their pension for life, whether or not they remarry.

## **Leave**

The importance of individuals being able to take all of their leave allowance is stressed by Sir Michael, but he also proposes that leave untaken for Service reasons should be carried forward without limit, and that any still outstanding after 3 years (or the end of a tour) be compensated on the basis of a day's pay for each day lost. Re-engagement, embarkation and de-embarkation leave and other minor forms of leave would be replaced by extra leave between drafts both in UK and overseas.

## **Representation**

For individuals, Sir Michael proposes that the Parliamentary Ombudsman's terms of reference might be extended to enable him, the last resort, to examine complaints from Service personnel about administrative matters. For collective representation, perhaps through some form of Armed Forces Federation, he concludes that there is insufficient support at present to justify any recommendation, and that it is a matter for debate within the Services.

## **THE WAY AHEAD**

Detailed analysis and evaluation of the recommendations is under way by specialist Service and MOD staffs and further development work will be undertaken as needed. In particular, transitional arrangements will require much detailed study. In due course it will be necessary to draw all of this work into a cohesive personnel strategy. This will take time, and decisions on the way forward are not expected to be announced until Spring 1996.



# ROYAL NAVY RECRUITING

THE FUTURE THEREFORE IS LOOKING INCREASINGLY PROMISING



Commodore Ian Sumner CBE  
Director of Naval Recruiting

Recent media coverage of "Options-for-Change", "Front Line First" and the redundancy programme, have all had an adverse effect on the Service recruiting climate. News coverage and trends suggest that the public perception of the Services as a Career is changing and this has greatly increased the workload on DNR staff with much of their effort now being directed towards "seed sowing" in younger children in addition to their normal work focusing on potential recruits.

Alongside these developments, the past four years have seen four major studies into Royal Naval recruiting with all the resultant staff work and changes. Recruiting regions, and regional HQs, have reduced from five to two and during this period recruiting targets have also fallen from approximately 700 officers and 700 ratings/other ranks, to a small fraction of those numbers. DNR currently recruits about 20% women and, on the whole, manages to fill the requirement but, as in the civilian market, there is considerable difficulty in finding or attracting women technicians. Every effort is being made to recruit more ethnic minorities into the Naval Service and it is believed that we are making some inroads here. Changes which have occurred in the Naval Service as a whole have been reflected acutely within DNR and the Careers Service and much work is now

ongoing to manage these changes effectively.

The most recent study into recruiting was as part of Front Line First where recruiting in all three Services was examined. The major recommendation was a 25% reduction in all recruiting budgets which has necessitated the three Services working closer together to combine resources and promote in Service recruiting co-operation. Service recruiting will in future be collocated in Armed Forces Careers Offices (AFCOs),

## *DNR has been forced to restructure the Careers Service*

supported by 43 Army satellite offices. The location and organisation of the AFCOs has been carefully planned and work is under way to vacate most of our single service offices in time to occupy as many of the new AFCOs as possible by 1 April 1996. At the highest levels of recruiting management, the Defence Recruiting Committee, consisting of the 3 Directors of Recruiting, continues to look at further rationalisation of tri-Service business. Front Line First also recommended the use of Employment Service Job Centres in the rating recruiting process and a trial to assess the utility of

Job Centres was completed in mid-1995. The use of the Job Centres will integrate Service Recruiting and the Employment Service much more closely and it is hoped will be beneficial to both.

As a result of these changes, DNR has been forced to restructure the Careers Service and by 1996 there will have been a reduction of approximately 30% of Careers Advisors (CAs) and 63% of Careers Information Officers (CIOs). As the new recruiting organisation stabilises so will the manpower within DNR. Recruiting CAs into the Careers Service has recommenced after a moratorium of 2 years and promotion within the Careers Service to CIO will start again early in 1996.

The future therefore is looking increasingly promising. Recruiting targets have risen for the first time in 3 years and DNR continues to recruit and keep the Royal Navy in the forefront of the public mind. The last few years may have been somewhat bleak, for recruiting professionals, potential recruits and for all who have the future well being of the Service at heart. But we are turning a corner and are now looking ahead with confidence. So if you, dear reader, know of anyone wondering about joining up, put him/her in touch with us. We're in the phone book!