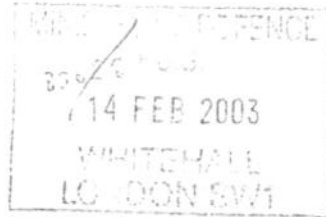


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D/DGCP/7/19
D/PJHQ/8/0441

14 February 2003

2nd PUS

Copy to:

PS/PUS
MA/CDS
PS/VCDS
Personnel Director
Policy Director
DGCC
Civ Sec PJHQ
Hd CJO HR Study

fine. But please bear in
mind the need for post-conflict
planning, ~~and~~ OGDs
should bear the brunt, but
we are likely to need more
people as well.

PUS.

12/2

OPERATION TELIC: CIVILIAN PARTICIPATION

1. Last year you raised some concerns about the way we prepare Civilians who volunteer for deployment overseas, in support of major operations. We had been working to sharpen up our procedures here, but of course this has now been tested by demand for civilians in support of Op TELIC, both as augmentees in the UK or to serve in theatre. I thought you would welcome a report on where we stand with this work.

The Supply of Volunteers

2. It is crucial that we are able to generate sufficient volunteers of the right calibre and attitude to meet all operational demands. We are pleased to say that over the last few weeks the initial requirements for extra staff, for TELIC both in the UK and in theatre, have been met in full. A number of key appointments have now been filled, in particular _____ and _____

3. So far we have been able to draw on staff with previous operational experience. Demand continues to grow, and although we have some further experienced people to call on, we are now working to refresh our list of potential volunteers with new names. The recent issue of the PUS/CDS letter, and associated publicity in support of that, has generated a pleasing number of enquiries from across the department, and we are working to translate these enquiries into formal applications from staff with the right kind of experience. Overall, we are hopeful that we shall be able to meet any foreseeable demand. There are sometimes problems with line managers who are reluctant to let their best people go; and we will reserve the right to invoke your name where there are any particular difficulties.

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Augmentation in the UK

4. In the UK we already have 32 extra staff appointed to PJHQ, DGCC, Sec (O), S of S's office, DRFC, DTIO, the Cabinet Office and the FCO, with four more appointments pending. Other staff are being earmarked to reinforce these and other areas as necessary.

Deployment Overseas

5. We have also been successful in getting people lined up for quick deployment into theatre. There are currently about 25 PJHQ sponsored civilian posts in five countries across the Middle East in various capacities: finance, commercial, claims and POLADs. Some individuals have already deployed and others are in train to do so over the next few weeks. Other parts of the Department will also be deploying more specialist staff to their own timetable.

6. However, we have been concerned that the approach to these deployments has not been as consistent or coherent as it should be, and that some of the guidance issued has lacked clarity and robustness. Too many deploying organisations have had to go it alone when sending people to theatre. We clearly need to pull this together so that we can provide consistent advice to those concerned, and better management information about who precisely is in theatre and doing what. The key issues are:-

- a. Management information We need to know precisely just who is being deployed into theatre, and that those sending them have got PJHQ authority to do so. There is presently no central register of those deployed, which we need for tracking people in theatre, providing the appropriate medical and welfare support, etc. We are working on gripping this quickly.
- b. Assessment of risk. Individuals need more clarity about the potential risks from deployment, derived from an appropriate theatre threat assessment. At present there is no single source of guidance available. Some organisations are carrying out some form of risk assessment, but it has not been tied sufficiently to the theatre threat assessment; there was recently some confusion about the need for body-armour, for example. Suitable guidance needs to be published urgently.
- c. Training. Training is available but there has been an inconsistent approach about who should get what; and some issues of prioritisation. We need to establish clearly and publicise the necessary training for particular operational deployments, and we need more robust arrangements for the reliable provision, for example of NBC training, for all those who need it.
- d. Availability of equipment. There needs to be a consistent and reliable determination as to what equipment is going to be issued, by whom, to whom and when. The arrangements currently for establishing clearly what civilians will wear, for instance, particularly in respect of what they need to buy themselves, and what specialist equipment will be supplied; have been less than the individual has a right to expect.
- e. Briefing, travel and allowance arrangements. There is a clear and comprehensive guide to allowances available on MODWEB, but this is not as well publicised as it might be.

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Briefing in theatre appears to be robustly in place, but should be linked back to a more consistent pre-briefing. Pre-deployment briefing materials need to be pulled together, tailored better to each Operation. User friendliness (for individuals), comprehensiveness and ease of availability are essential.

f. Medical, welfare and insurance issues. Individuals appear to be concerned about the potential lack of speed in paying out by MOD when we assume the risk particularly in respect of life insurance. The lack of consistent, readily available advice on medical issues (such as the impact of particular medical conditions on NBC training) and the lack of a single point of contact for advice may be aspects that we could improve upon. Deployed civilians automatically plug into the standard Service Welfare Package in respect of written and telephone communications with home but some concerns about support for families left behind are being raised.

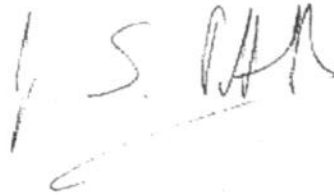
7. In all of these areas there has been some good practice; but rather too much improvisation: the whole scene needs to be pulled together and common procedures applied equally to all civilian staff going to theatre from whatever source. A new focal point has therefore been set up at PJHQ which will coordinate all of this and provide the link between the sponsors of operations, those civilians who volunteer to deploy and the various PM and policy branches whose work bears upon such deployment. - who was carrying out the study prompted by 2nd PUS's earlier request - is leading this work with appropriate support. By 19 February Civ Sec PJHQ and I have tasked him to:

a. Produce and disseminate clear and authoritative guidance for individuals covering authority to be in theatre, tracking in theatre, welfare, allowances, insurance, medical issues, etc

b. Ensure robust arrangements for pre-deployment training, equipment issue, and personal pre-briefing.

8. Beyond that, as and when necessary this section will move to 24/7 manning to provide constant advice to civilians in theatre.

9. Civ Sec PJHQ and I will provide further reports as necessary.



J S Pitt-Brooke
DGCP

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