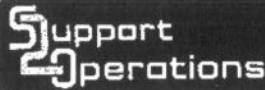


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PJHQ/S2O/Comms/Official Business

4 December 2007

**PS/PUS**

Copies to:  
PJHQ Comd Sec

**TELIC VISIT - SUPPORT TO OPERATIONS BRIEF**

During PUS' visit to Op TELIC he will meet MOD civil servants deployed there and deployment issues relevant to the Support to Operations (S2O) project may be discussed. PUS is aware of S2O; 2PUS sits on the Steering Group as the Senior Responsible Owner. Below is a short summary of key issues that may be raised by individuals during discussion. Attached at Annex is the project management plan and November status report if further detail is required. The key point for PUS to note is that significant progress has been made in the last 12 months with a considerable amount of work ongoing and new work being planned for next year. Issues not yet addressed were prioritised below safety and security and medical and welfare activity but will be addressed in the main by March 2008. New issues are being captured through returnee feedback and programmed into future work.

**Jobs on return**

The process for assisting individuals who return without a job has now been added to the PPPA end-to-end process following PUS desire to prioritise this issue. Individuals returning from operational deployments are entitled to a supported move (managed into a post without competition). S2O will instigate the use of existing HR mechanisms (such as intervention and post rotation) by involving the Individuals, line managers, business partners and TLB holders as appropriate. This should ensure a proactive approach to address concerns regularly raised by deployees in this position. Work is ongoing to roll out (see "process" below) but arrangements will be made for any affected individuals prior to process full operating capability.

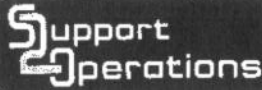
**Step Down**

The post-deployment medical and welfare process has now been launched. It involves returning to Chilwell which has met some resistance but there are good reasons for this decision. The Department needs to ensure that an individual's health and psychological well-being has not been adversely affected during deployment. In the past many individuals have taken long periods of leave after their tour with little or no contact with the Department. Just as it is important to ensure that individuals are fit before they deploy it is equally important to check it after return. As well as ensuring the individual's well-being at that moment, it also protects both the Department and the individual should problems arise in the future. Returning to Chilwell means the deployees see the same nurse and doctor that they were assessed by before the deployment and ensures consistency. Each individual receives a full medical check, welfare discussion and completes the second part of the stress monitoring system ("wellness" system).

**Welfare**

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The S2O team have hosted the first returnees debriefing day in September and a second one in November. They will run approximately every 6 weeks and as well as providing an opportunity for the S2O team to debrief the individual they also enable the S2O team to explore their feedback in more depth in order to incorporate it into the project. The first two events have been very useful and feedback has been positive.

In August the S2O team launched a newsletter for deployees. It is designed to succinctly capture any key information they should be aware of and will be sent out regularly to all theatres. They have been well received. The next newsletter will be sent out before Christmas. In addition deployees have been advised of the free mail service that is operating over the festive period. Relatives and friends in the UK and at BFPO addresses worldwide may send letters and packets to entitled MOD deployed civilians.

### **Campaign Medals**

Previously, individuals applied and received their campaign medals direct. S2O has designed a new process whereby the S2O PPPA team will instigate the medal application and arrange for it to be sent to the individual's Line Manager on their return from theatre. The Line Manager will receive guidance from S2O on presenting the medal. This process will roll out with the IOC of the S2O PPPA team on 14 December.

### **Defence Advisers**

The Defence Advisers in both Baghdad and Kabul fall under the FCO duty of care. Some of the Defence Advisers feel the FCO arrangements constrain their ability to conduct their role. The arrangement has not yet been formalised. Furthermore, the Role Ownership of Defence Advisers has yet to be resolved. DG OP Pol, who owns the requirement for the Defence Advisers, is conducting a study into their arrangements to resolve these issues. Resolution of these issues has precluded full S2O benefits for these individuals as the team has no focal point to liaise with.

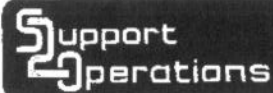
### **Process**

The project has made significant progress on designing and implementing the new process. The biggest challenge is simultaneously managing individuals through the deployment or visits process whilst introducing new elements as policy is finalised and the new process tested.

Most deployees now go through an improved process but the new arrangements will not roll out fully until next year. The new end-to-end process was tested at the end of November and passed all checks. Initial roll out of the new service will commence on 14 December. In April the process will reach full operating capability enabled by HRMS.

### **Key speaking points for PUS**

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A particular mention should go to [redacted] for doing an excellent job in Basrah as the CIVSEC but also for conducting the Senior Civilian Risk Owner role. In this capacity he oversees the new S2O in-theatre risk management process for all the deployed MOD civilians in Basrah and keeps in regular contact with S2O risk manager and Command Secretary at PJHQ. He has also established a pastoral role for the MOD civilians.

Similar roles are being established by Simon Kershaw (SCS Defence Adviser) and Ian Wallace (SCS POLAD) in Baghdad.

PUS will also wish to convey his appreciation for the contribution the MOD civilians are making, especially at this festive time whilst being away from friends and family.

## SUPPORT TO OPERATIONS BACKGROUND

Support to Operations (S2O) is aimed at improving the way the MOD trains and supports MOD civil servants that deploy on operations. The programme aspires to create a standardised and professional system for identifying, training, and supporting civil servants for operational deployments. It will create pools of suitably qualified and trained people to undertake the fifteen or so roles performed by MOD civil servants in theatre.

Over 1000 MOD civil servants have deployed to operational areas since 2003 (when detailed records are available). They support the military in diverse roles that include policy and political advisers, civil secretaries, finance officers, commercial officers, claims officers, scientific advisers, operational analysts, intelligence analysts, media advisers, firemen and Ministry of Defence Police.

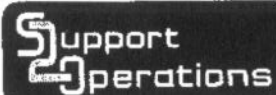
MOD must provide a process by which it fulfils its "duty of care" to staff volunteering to deploy. The process must capture all Civil Servants, including visitors and those on short-term taskings, and ensure that they have been adequately trained, are medically fit and have the appropriate kit prior to deployment. The project establishes a single portal for all deployees and visitors.

S2O has established 1\* Role Owners. The S2O team support them in the recruitment, selection and development of individuals to enable robust succession planning. Work is ongoing to establish development and deployment pools for those roles with the most critical skills gaps (e.g. POLAD, Defence Advisor, Claims, Finance and Commercial roles) and to implement robust, standard selection procedures and enhanced preparation.

There is now one portal for all information on Civilian Deployments to Operational Theatres (People Services > Internal Recruitment and Moving Posts Internally > Support to Operations).

The programme is split into several workstreams:

- **Programme Definition** - to develop the programme structure, necessary management tools and a programme plan for endorsement by the S2O Steering Group. The programme plan is to form a control baseline for the management of the programme.
- **Programme Management** - to manage and co-ordinate the programme and its work streams, monitoring and reporting issues, risks, benefits, resource requirements and progress against milestones.
- **Capability Development** - to define role, skills, competence and personal qualities profiles for recruitment, selection, line management and communications purposes. To develop and define development training, events and activities for S2O Programme.



- **Line Management & Intervention** - to define and develop line management guidance for 'home', 'deployed' and 'receiving' line managers. Further to ensure that the department's recruitment and position management processes intervention processes take due account of the need to be responsive to operational requirements.
- **Safety & Security** - to evaluate and benchmark safety and security issues associated with civilian operational deployments and to propose and implement improvements to current practices and processes.
- **Medical and Welfare** - to define and develop medical (physical and psychological) and welfare support processes, guidance and performance standards for S2O Programme.
- **Support To Families** - to define and develop support processes, guidance and performance standards for families of S2O Programme members.
- **Reward and Recognition** - to define and develop reward and recognition processes, guidance and performance standards for S2O Programme members.
- **Communications** - to develop the Communications Plan and to define the requirements for communications products to be produced by the S2O team and support them in producing high quality material.
- **Programme Process** - to define in detail the structure and operation of the programme processes, guidance and performance standards and agree these with PPPA and other service providers.
- **Programme Evaluation** - to define evaluation measures of success linked to the programme benefits and to develop evaluation processes, timings and products.

### Challenges to the Programme

The biggest challenge the Department faces is getting the right people to volunteer and having the resources available to develop those with the most potential and whose personal circumstances allow them to deploy. We need to make operational deployments an attractive career choice; recognising staff who undertake deployments and utilising the experiences and skills they have gained from an operational deployment.

We need senior staff to lead from the top down in encouraging staff to apply and convincing Line Managers to release their staff in support of the Department's top priority – Operations. There will be a training and resource burden if we are to get this right – and we must all accept that we need to ensure staff are adequately developed and trained to perform such important roles. They work incredibly hard, as volunteers, facing risks away from family and friends, alongside their service colleagues; their continuing integration into all aspects of military operations is the finest example of the civil service supporting the front line. We need to do everything we can to support and encourage them.



## Civil Servant Roles in Operational Theatres

Civilians have deployed in support of UK operational deployments since the imperial era, when Gertrude Bell was the most well-known of many political officers. The support needed by deployed UK forces has become much more complex since then. Scientific support was first provided at the front line during World War II and during the Cold War; and Command Secretary organisations grew to support British Forces in Germany, Northern Ireland and elsewhere. But it is since the beginning of the expeditionary warfare era that the current concept has evolved. From the Gulf War in 1990-91 the POLAD (Political or Policy Advisor) and increasingly the Civil Secretary began to be deployed routinely with British Forces and other roles have evolved to enable the deployed commander to exercise his authority quickly. These support functions maintain the commander's ability to get what he needs from the complex organisation which is the early 21<sup>st</sup> Century Ministry of Defence - both the highest military HQ in the UK and one of its largest departments of state.

The scope of civilian support roles has grown so that there are currently around fifteen identifiable roles routinely performed by MOD civil servants on deployed operations as well as others which arise from time to time. The number, grades and duration of posts in each role vary according to operational circumstance. All will form part of the same combined civilian and military chain of command as the deployed commander. Further detail is available in the individual role profiles, but in outline the roles are:

- **Policy and Political Adviser (POLAD)** – The deployed Commander's policy and political adviser is often the senior MOD civilian in theatre and senior representative of the department of state functions. POLADs are normally deployed at Brigade level or higher, but can also be deployed with Battle Groups/Task Forces where the nature of the operation and attendant policy implications of the operation warrant it.
- **Civil Secretary (CIVSEC)** – The senior financial officer in theatre; coordinating issues of operational finance and financial propriety, commercial and claims functions. They will have delegated authority to commit money quickly in accordance with agreed procedures designed to enable the MOD to account to Parliament for expenditure. The Civil Secretary will usually be the focal point for advising line managers and individuals on issues affecting all civilians in theatres, such as accommodation, leave entitlements, pay, conditions etc.
- **Finance Officer** – Staff who establish financial management, audit and control arrangements to ensure that resources are used effectively and transparently.
- **Commercial Officer** – Staff with the expertise needed to establish commercially sound contracts for services with local suppliers.
- **Area Claims Officer** – On behalf of the Ministry of Defence they assess and where appropriate settle claims made against HM Forces.
- **Defence Adviser** – not always deployed directly with military forces, but normally fulfilling a non-military function in the overall campaign plan. The expertise needed to build host-country defence management capability is often

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supplied by UK MOD civil servants. Defence Advisers may also operate in countries where no UK operation is ongoing, such as Eastern Europe or Africa.

- **Intelligence Analyst** – Supports the J2 branch in theatre by providing all source analysis, imagery analysis and a reach back capability to the DIS in London.
- **Scientific Adviser (SCIAD)** – The SCIAD is often the senior representative of the MoD scientific, technology and analysis community within the deployed HQ and as such will have a role for the coordination of such science, technology and analysis within that theatre of operations and may have a role to line manage some of the other staff deployed in those roles.
- **Operational Analyst** – is deployed to provide analytical support and campaign assessment to the deployed HQ. They are deployed under the authority of PJHQ, with the PJHQ SCIAD at their customer.
- **Media Adviser** - To advise the Military command (e.g. GOC, SO1 Media Ops) on all aspects of media presentation and handling, liaising with external authorities as required; and to co-ordinate theatre media activities with PJHQ, MOD Press Office and others.
- **Graphics Officer** – Design, develop and produce publications to aid the operational effort, principally in the field of Psychological Operations.
- **MOD Police** - The Ministry of Defence Police (MDP) deploy officers to operational theatres in a variety of roles but primarily to act as International Police Advisors to the host nation's Police Forces.
- **Defence Fire and Rescue Service** – Also MOD civil servants. Part of the force protection arrangements in theatre. Provide fire and rescue response, fire prevention training and advice on construction standards. Maintain first aid fire equipment.
- **Salvage and Marine** - Salvage & Marine Operations (S&MO) is a key element of MOD's worldwide maritime capability and tasked to provide the authority and project management for Salvage, Mooring, Towing and Heavy Lift services to all three Armed Services. The S&MO IPT deploys civil servants to support military operations and incidents within a prescribed readiness regime.

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