CHAPTER 62

BRANCH STRUCTURES AND BRANCH MANAGEMENT

CONTENTS

Para
6201. Organisation
6202. Naval Manning Principles
6203. Employment of Women
6204. Terms and Conditions of Service
6205. Harmony
6206. Mobility and Stability
6207. Branch Structural Shape
6208. Branch Structural Control
6209. Impact of Establishment Changes
6210. Solving Structural Problems
6211. Operational Performance Standards
6212. Competences

ANNEX

Annex 62A: Structure Policy Advisory Groups (SPAG)

CHAPTER 62

BRANCH STRUCTURES AND BRANCH MANAGEMENT

POINT OF CONTACT - PART 7

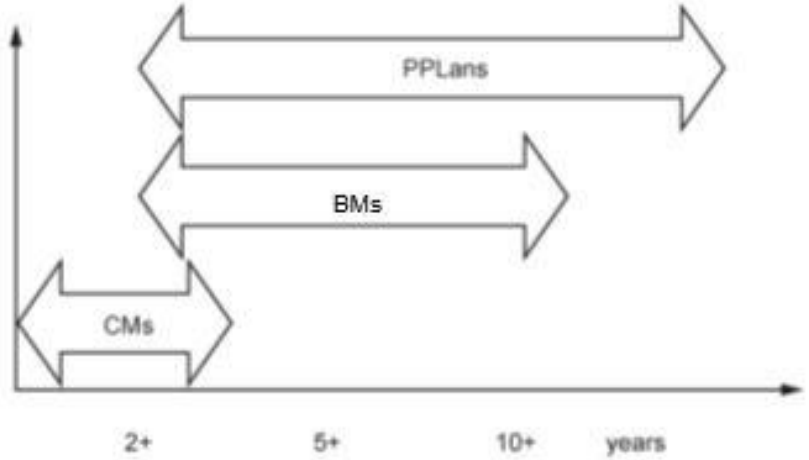
6201. Organisation

The management and structural control of Branch Structures is the business of DDPD, in consultation with Dir P&T/NavSec. Branch Managers (BM) are responsible for ensuring that each Specialisation is carefully managed such that sufficient personnel are available to meet the current Live Liability (see Para 0303), and that the predicted future Liability, known as the Planning Liability (previously called the Headmark) (see Para 0304) of the Royal Navy remains within allocated resources. Their primary purpose is to develop, maintain and monitor the implementation of plans and policies for the management of personnel within the Branch/Specialisations for which they are responsible. In order to do this effectively they require a thorough and detailed knowledge of their portion of the Liability, their branch strategy and strength.

a. BMs for each branch provide advice to Career Managers (CM) on branch structure matters. They also play a key role in the management of the strategic function of Naval manpower management and, thus, retain line responsibility to DDPD.

b. Chapter 3 describes the process of personnel planning and explains how the personnel Liability is derived and how strength is matched to that Liability. Career Management (in this Part, starting at Chapter 58), looks at the short term 'personal' personnel planning. BMs straddle these areas as depicted pictorially below:

Figure 62-1. Manpower Planning Process Timeline



c. The overall responsibility for Branch Management for the Maritime Reserves lies with BM (Reserves)[1]. Personal administration functions, such as career management, mobilisations, EOS boards etc. are delivered by the Common Appointment and Maritimes Reserves Career Management team. Promotions and engagement/commission transfers boards are run by the Promotions Cell. Owing to the volunteer status of Reservists and their typical employment and training, Branch Management differs by necessity from that of the Regular Service. Each RNR Specialisation has a Specialist Adviser whose role is to manage the specialisation in accordance with current Planning Workforce Requirement (PWR). Specialist Advisers are also responsible for the development of individuals within the specialisation against an endorsed Training Matrix. The Common Appointment and Maritimes Reserves Career Management team assist in this process by acting as the liaison between RNR Units, BM and CMR to ensure that the correct Strength is maintained against the PWR. The exception to this is the RMR where, in the main, BM RM is responsible for maintaining the RMR branch structure.

6202. Naval Manning Principles

Requirement Management is underpinned by the following Naval Manning Principles:

a. **The Justification for Uniformed Personnel.** The justification for uniformed personnel is limited by financial constraint. In broad terms posts should be complemented with civilians unless there is a demonstrable need for a Service incumbent for operational reasons stated in Defence Planning Assumptions or there are unacceptable implications for Service careers or branch structures. All uniformed Naval personnel are therefore justified on one of the following grounds:

(1) **Sea Bill.** Those required for the maritime force to be deployed on peacetime military operations or exercise or during crisis eg. in ships, submarines, front line air squadrons, RM Commando units, Naval Parties, seagoing staffs and Joint operational units.

(2) **Shore Bill.** The essential HQ and shore back-up to the maritime force (in theatre or remote) that is required to support operational capability, sustainability and other Service functions (including Margins and provision for Harmony). This also includes the uniformed Naval elements of training, acquisition, logistical and technical support and HQ staffs. Examples are:

(a) Central and Naval staffs.

(b) PJHQ and other Joint and Tri-Service staffs.

(c) Navy Command HQ staff.

(d) DE&S units.

(e) Naval Bases, Air Stations and other shore support establishments.

(f) Recruiting and training establishments.

(g) Overseas HQ commitments, including NATO staffs.

b. **Manning Priorities.** In matching Strength to Liability and to limit the impact of gapping to preserve military capability, priority for manning is given to certain operational units and essential shore support functions. The Strategic Manpower Priorities List for the Royal Navy is reviewed annually by the Manning Priorities Steering Group (chaired by DDPD) and promulgated by DIN. The DIN details those RN seagoing, RM operational units, and support requirements that have priority over other employers, together with the minimum acceptable level of manning appropriate to each. BMs may be called upon to assist the manning priority process by providing detailed information to guide CMs on the strategic and tactical placing of gaps.

c. **The Supply and Growth of Manpower.** With a few notable exceptions, the skill and experience required of Naval personnel demands that they be grown from the lowest level. Apart from some exceptions, all officers and ratings/ORs join ‘at the bottom’, within set age limits, and remain for as long as their commission or engagement allows, while progressing up the rank scale. Education and training is provided to satisfy the requirements of rank, specialisation and specific sea going Positions, and individual careers are managed so as to provide a broadening of experience within the rank and capability of each individual. This demands that each Specialisation is structured in a way that enough Positions are provided at lower ranks to provide personnel with the time, training and experience to move to the next higher rank, taking account of the inevitable loss of some people from the Service.

d. **Promotion to Requirement.** Officers and ratings/ORs are promoted or advanced to meet the Liability. Should the Liability change, so too will the numbers and specialisations of those required to be promoted or advanced. For both officers and ratings/ORs, the basis of promotion is selection on merit through a selection board process. Detail on promotions is at Part 8 of this BR.

6203. Employment of Women

There is no gender discrimination in the Royal Navy. Servicewomen may serve in all Branches. Women are able to serve in the Royal Marines General Service and Special Forces Arms, in common with the employment of women in Army Infantry Regiments and Special Forces. Certain constraints are placed on deployment of women to match the accommodation available at some locations/units.

6204. Terms and Conditions of Service

a. Terms of Service are essentially the agreement between the Royal Navy and an individual. They relate to career rights (eg. length of service, commissions, engagements, career management, promotion and advancement, discharge rights and retirement) and are described in detail in the respective Chapters of BRd 3(1).

b. Conditions of Service equate to those working and living standards and guidelines set for the benefit of Naval personnel. In particular, they address financial conditions such as pay, pensions and allowances and non-financial conditions such as leave, accommodation, lifelong learning, recreation, uniform, health and catering standards which can be changed by design or force of circumstances bearing in mind the possible effects on those serving and their subsequent behaviour. 2SL's Personnel Functional Standards (PFS) (see Chapter 22) refer to these and others. The responsibility for defining appropriate Conditions of Service rests with Hd NPS.

6205 Harmony

a. Harmony for Naval personnel is provided through measurement of individual Separated Service. This is a component of PFS, full details of which are at Chapter 22. Key points are as follows.

b. In order to provide equitable conditions of service throughout the Royal Navy, the time that individuals spend separated is measured and recorded. Separated Service is defined as "absence from normal place of duty or lack of freedom to enjoy leisure at the normal place of duty/residence at place of duty". The Separated Service threshold is set at a cumulative total of 660 days in a rolling 3-year period and is the point at which mandated shore time must be applied, as managed by DDPD or, for personnel on Sea Service, the relevant Waterfront Manning Organisation. Guidelines have been established for a position to be defined as Sea Service, which are principally that the post has a routine expectation for the incumbent to be separated for more than 122 days per annum. Further detail can be found in Chapter 59 and Para 5908.

Note. *Officers and RM personnel did not have Sea:Shore ratios but are now governed by the Separated Service threshold outlined above.*

6206. Mobility and Stability

While it is Navy Board policy that personnel should be able to exercise freedom of choice about where to live, manning principles take account of the geographic distribution of sea and shore positions, aiming to ensure opportunities for a degree of family stability.

6207. Branch Structural Shape

'Bottom-fed' manpower structures tend to be broadly pyramidal in shape. People are needed to populate the lowest level, from whom enough can be retained and trained to be willing and capable for promotion to the next level. Empirical data and evidence derived from manpower planning models, including the Sustainable Experience Profiles (SEP), are used to produce bespoke structural ratios for each Specialisation. Indications of structural weakness include insufficient suitable personnel being presented to Promotion Boards, shortages at individual rank levels and excessive wastage. The requirement that can be sustained depends on a number of factors, including: average length of time in a rank; scope for 'Sideways' or 'Direct' Entry into the Specialisation; qualifications needed for the next higher rank; and wastage levels. 2SL recognises the need to modify personnel policy to reflect changes in the demand from employers, but also places constraints on the rate of structural change in order that policies and personnel Terms and Conditions of Service can be developed efficiently. If, through requirement change, tolerable adjustment of the manning levers is insufficient to deliver sustainability, then structural change may be necessary.

a. Based on the ratios described above, BMs are required to manage the shape and size of their Specialisations. As a part of this work, they need to maintain:

(1) **Sustainable Structures.** Such that manpower for higher ranks can be "grown" from more junior levels. A sustainable structure is defined as:

> "An enduring structure which, given recognised constraints and limitations, can maintain a coherent flow to match strength to requirement, with appropriate application of the available manning levers
>
> And
>
> Retains a degree of flexibility and resilience to cope with both internal and external change events as well as retaining the ability to grow and decay as required."

(2) **Acceptable Sea/Shore Balances.** Previous Sea:Shore ratios (MTA) no longer apply as a formal measure for any rating/OR/Officer categories, however, personnel are still entitled to a balance of employment between sea and ashore. Therefore, positions ashore must exist to provide the necessary shore service. This is achieved through the requirement for personnel to provide essential HQ and shore back-up to the maritime force, to support operational capability, sustainability and other Service functions.

(3) **Sufficient Donor Positions.** To meet planned Crisis manpower requirements. There is an enduring need for personnel to occupy positions that, in a Crisis, can be gapped to provide manpower to meet the Crisis requirements. Such 'Donor'" positions are maintained in sufficient numbers to meet foreseen requirements, broken down by Rank and Specialisation. Employers must provide their share of Donor Positions, as required by the PPO. DDPD monitors requirements for, and controls availability of, Donor Positions. Further detail on how Donor Positions are identified and managed can be found in Part 2 Annex 2D.

b. BMs provide advice, through PPlan, to assist DDPD in setting target numbers for the manning regulators (promotions, changes of commission/ Engagement/Career etc.) for each Specialisation. As members of the following promotion/selection boards they ensure that personnel of the required standard are selected, within the target numbers that have been specified:

(1) Senior Upper Yardmen (SUY).

(2) Warrant Officers 1st Class (WO1).

(3) Warrant Officers 2nd Class (WO2).

(4) Chief Petty Officers.

(5) Petty Officers.

(6) Leading Hands.

(7) Extended Career (EC).

(8) Officer IC to CC and CC to FTC transfers.

Note. *Royal Marine BM is not a routine member of equivalent boards (except the Extended Career Board).*

6208. Impact of Establishment Changes

a. As explained at Chapter 2, BMs scrutinise employers' proposals for changes to their Establishments that would affect the Liability. This process is known as 'Carding'. Early dialogue with the respective BM responsible for individual manpower categories will provide an indication of whether DDPD's approval is likely to be straightforward, require more complex management, or will be challenged. Employers should always discuss their plans for organisational change with their TLB Manpower Manager. It is clearly in everyone's interest that, to help their speedy endorsement and implementation, proposals for change are aimed to attract approval by DDPD, while assisting with the maintenance of robust manpower structures.

b. Full details on the Establishment Amendment process can be found in Para 0204 sub para c and Annex 2E.

6209. Solving Structural Problems

a. Where difficulties in Specialisation structures are identified, an holistic approach - involving BMs and PPlan - is adopted to examine the problem through analysis of statistical data and use of personnel modelling techniques. From the results, it is possible to determine the action necessary to restore the Specialisation to long term stability. Whilst short-term manning problems should not be allowed to affect the search for a long-term solution, sometimes these measures, such as Financial Retention Incentives, are required in order to stabilise the Specialisation whilst longer term measures are implemented and take effect. An initial procedure is to identify/confirm whether:

(1) The sea requirement is correctly specified.

(2) The shore requirement is correctly specified.

(3) The margins have been correctly calculated.

(4) There are sufficient Positions to fill Crisis Donor Billets.

(5) The requirement can be modified to re-satisfy the following criteria in priority order:

(a) There is a sound Specialisation structure.

(b) There is an acceptable sea/shore balance.

(c) Career progression for the individual is facilitated.

b. If all the above criteria are met, and modelling suggests that a sustainable structure would not be achieved, then further action may be required. BMs should then identify and advise on, or initiate, any necessary corrective action, which may require further studies to be conducted. Substantial change may require staffing up to and approval by the Navy Board. c.

There are marked structural imbalances in both the officer and rating/OR cadres that are unsustainable; for officers the structural imbalance starts at Lt Cdr/Maj and for ratings at PO/Sgt The PPO will look favourably at changes that seek to address such imbalances.

d. The Royal Marines 'Sea' requirement is defined as that for 3 Commando Brigade RM, Special Forces (SF), RM Assault Squadrons and other operational Positions. The 'Shore' requirement is all those elements of the Royal Marines Corps that comprise the RM support area. The RM does not use sea/shore ratios as a formal planning and deployment tool.

6210. Operational Performance Standards

a. **Role Performance Statements.** The standards to be achieved by personnel at each rank are laid down in the Role Performance Statements (RPS) for each Specialisation. The ownership of RPS (JSP 822 Part 3, Chapter 2) lies jointly with the relevant Capability Team and BMs, as does the responsibility for ensuring that the OPS remain current. BMs, as the custodians of sustainable, populated and trained manpower structures, may seek reviews of the RPS by the end users if requirements change eg. if the resultant demand is likely to be unsustainable.

b. **Structure Policy Advisory Groups.** Through chairing of the appropriate Structure Policy Advisory Group (SPAG), BMs monitor training performance and achievement of standards and facilitate the exchange of information between key stakeholders. Further detail on SPAGs is at Annex 62A.

6211. Competences

Within the JPA environment a Competence is defined as:

"Any measurable behaviour required by an organisation, job or position that a person may demonstrate in the work context. A competence can be a piece of knowledge, a skill or an attribute".

a. The key references for the naming and use of Competences within JPA are:

(1) JSP 754 (Tri-Service Regulations for Pay and Charges).

(2) JSP 758 (Tri-Service Regulations for the Naming of Training Courses) (through its linkage with the Competences that may be awarded on completion of a course).

(3) JSP 794 (Policy for Administration of Personal and Professional Development (AP&PD) on JPA).

b. **Competence Sponsors.** The Competence pre-requisites for each Position are listed in JPA. Ownership of these Competences, in common with RPS, is held by the FCIGs but their sponsorship and maintenance is the responsibility of the key Subject Matter Expert. In most cases, and notably for Branch-specific Competences, the respective BM is the Sponsor. The identity of the Sponsor is recorded in JPA against each competence.

c. **Competences and Pay.** Accurate and timely provision and recording of certain competences is vital, due to their effect on pay. BMs can set Pay Bar Qualification Points (QPs) which can affect Yearly Incremental Progression (YIP) if authorised by Hd PPA. These are tools to fine tune Branch structures. In addition, some competences directly affect pay, notably in awarding Recruitment Retention Pay. Details of the competences concerned may be found in the following Chapters of JSP 754 (Tri-Service Regulations for Pay and Charges): QPs in Chapter 3; Recruitment Retention Pay in Chapter 6.

d. **Competence Control.** JSP 794 and the JPA on-line Business Process Guides describe the process for control of competences, including their creation, maintenance, amendment and end-dating. (Competences are never deleted from JPA, but end-dating makes them unusable for awarding to personnel or as a requirement placed against a Position.) Personnel seeking the creation or change to a competence should follow the JSP and on-line instructions. The authority for making such changes in JPA rests with designated Competence Controllers; for the Royal Navy these are the Branch Management WOs and WO Coherence.

e. **Awarding and End Dating Competences in an Individual's Service Record.** This function is conducted in JPA by designated personnel with the JPA responsibility of Course Administrator. The process for seeking and making such awards is laid down in JSP 794.

ANNEX 62A

STRUCTURE POLICY ADVISORY GROUPS (SPAG)

1. SPAGs (which may alter in name and structure from Branch to Branch) play a vital role in the manning function of the Naval Service in assuming the corporate responsibility for the Branches, Arms and Specialisations. The SPAGs obtain a consensus view and agreement to proceed on a wide range of issues from the members who represent the major stakeholders of Naval manpower.

2. SPAGs consider the structural and manning components of each Branch, Arm and Specialisation against the present and future requirements of employers of uniformed personnel, and inform the decision process necessary to deliver and maintain the required trained strength at each level of the structure. This involves reviewing planning assumptions, such as VO and other wastage rates, and target figures for recruiting, extraction, promotion and transfer. Training Margin, training capacities, pipeline times and constraints on the flow of trainees are also used in forecasting future strengths. The SPAG acts as auditor for manpower planning, manning policies and implementation against liability.

3. SPAG business is central to the work of a Branch Manager (BM) and the output from the meetings feeds into a number of key committees:

- capability teams;
- risk and performance management;
- the Planning Round; and
- MDTs.

4. The frequency of SPAGs is a function of the workload generated by a particular Branch but they should be held at least once per year. Each SPAG has its own TORs that reflect the differing needs of the groups. Membership of each SPAG will vary slightly depending on Branch and Arm, however, the core membership will normally consist of:

Chairman: CNPS DACOS BM

Members: Representatives, as appropriate, at SO1/SO2 desk level from:

- Fleet Commander/DE&S (or other employer);
- training school;
- capability team (as appropriate);
- CNPS PPlan SWPO or PPlan SWPR (as appropriate);
- CNPers career management;
- HRTSG; and
- invited attenders (as appropriate depending on agenda).

5. A typical agenda is likely to include the following:

- branch/specialisation(s) overview;
- global manpower update;
- training school update;
- career management Issues; and
- capability team/future equipment issues.