

Defence Board (10)XX

1 Jul 10

**DEFENCE NUCLEAR PROGRAMME HUMAN RESOURCES STUDY – AN AUDIT BY DEFENCE
OPERATIONAL CAPABILITY**

ISSUE

1. Progress made with the Defence Nuclear Programme (DNP) Human Resources (HR) Study in the year since it reported.

RECOMMENDATIONS

2. The Defence Board should note that:

a. **Paragraph redacted in full.**

b. Much progress has been made in implementing the recommendations from the DNP HR Study: some actions have been completed in full, while others remain underway. But several deadlines have been missed, and in some cases, insufficient funding has been allocated and actions have not been fully implemented.

c. **Paragraph redacted in full.**

d. **Paragraph redacted in full.**

3. The Defence Board should agree that Chair DNEB:

a. Continue to monitor outstanding actions from the Study, and provide updates to the Defence Board after each DNEB, highlighting any recommendations or actions that cannot be fully implemented; these updates should be distributed within 1 month of each 4-monthly DNEB.

b. Commission the Directorate of Individual Training Capability (DITC) to conduct a further attitudinal survey among MoD Civilian Staff involved with the DNP, and within the Submarine Service. This should provide independent evidence of the Study's effectiveness. The

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outcome of this survey should be included as part of the next post-DNEB update to the Defence Board.

c. **Paragraph redacted in full.**

TIMING

4. Routine. For discussion at the Defence Board Meeting on 8 Jul 10.

BACKGROUND

5. The Defence Board approved Defence Board Paper (09)33, a DNP HR Study, at their meeting on 9 Jul 09. One of the recommendations of the Study was that DOC should audit implementation and report to the Defence Board in Jul 10. This paper records the outcome of that audit.

PROCESS AND EVIDENCE

6. On direction from VCDS, DOC conducted a short audit into the DNP HR Study. Evidence collected included interviews with relevant stakeholders, meetings with DNP personnel, reviewing DNEB minutes, and analysing progress reports on actions. A table recording the progress of actions from the Study is attached at Annex A.

7. **Paragraph redacted in full.**

OBSERVATIONS

8. The DNP HR Study paper properly focused a great deal of attention on a key element of Defence Capability. The paper produced an exhaustive list of recommendations, most of which are either complete or underway. Indeed, a number of measures, for example NAVSEC's Sustainable Submarine Manning Project and the ownership of career and talent management of NSQEP personnel by DSM, are wide ranging, novel and ground-breaking in their approach. However, it is not all good news. A number of actions, **XX
XX**, have only been partially successful because – against what appears to have been a Defence Board-endorsed requirement – the necessary funding has not been allocated (**XX**).

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DEFENCE NUCLEAR PROGRAMME HR STUDY – DETAILED RECOMMENDATIONS TABLE

Recommendation		Lead	Date	Remarks	Audit Evidence Provided to DOC
1	Implement measures to stabilise, safeguard and develop the MoD's pool of Civil Service NSQEP and SMSQEP:	CDM/ 2PUS			
1.1	All NSQEP are to be treated as a single cohort for purposes of career and talent management, regardless of the TLB they are employed in, under the single ownership of DSM supported by the DE&S Business Partner, DHR.	DSM	Completed		DSM: The NSQEP career management team have been established and the career management service formally launched in April 2010. This team are taking forward individual career and talent management of the Civilian NSQEP pool (now identified and baselined) across the MOD.
1.2	An HR cell, sufficient to manage up to 1200 staff, is to be established at DE&S to undertake the career and talent management function for the NSQEP pool with particular emphasis on C grade staff.	DHR	Implement by Oct 09	DSM / DHR / industry virtual team in place	DHR: An HR cell has been set up under DSM who has the MOD lead. The formal launch of NSQEP career and talent management took place in Main Building and in Abbey Wood in early April 2010.
1.3	The boundaries of the SMSQEP pool are to be defined more accurately. Once complete, and if appropriate, SMSQEP are to be career managed in the same way as NSQEP.	DSM/ DHR	Complete by Dec 09		DSM: A definition of SMSQEP has been produced and, from this, a framework to allow capture of supply and demand. This has been trialled, initially, in DSM CSG. Publication of the report of this trial is imminent which will inform the programme for wider assessment of the status and future management of SMSQEP personnel.
1.4	DHR is to write formally to DG HR&CS requesting authority for the delegations currently available to DE&S to be applied to NSQEP in other TLBs.	DHR	Completed	Review annually	DHR: Action completed.
1.5	A paper is to be developed centrally and provided to DE&S, summarising all the levers available within current HR policies that could be used to safeguard the NSQEP pool.	DGCP	Completed		Redacted in full
1.6	A DNP careers 'road-show' is to be established in collaboration with the SM Enterprise partners, under RN/DESG leadership.	DESG	Implement by Jun 10	Link with 2.1.b (FOSNNI)	Response provided by CNR at 2.1.b below
1.7	Redacted in full	XXX	XXXXXXXX XXXXXXXX	XXXXXXXX XXXXXXXX	Redacted in full
1.8	A more ambitious secondments and exchange programme is to be developed, building on the provisional assessment completed within the DNP HR Study, in order to facilitate professional development and the acquisition of specialist skills. The work is to include a business case for a margin, to enable the programme to be implemented.	DSM/ DHR	Implement by Jun 10	Review annually	DHR: The HR cell's efforts are currently focused on establishing NSQEP succession planning and active career management within MOD before exploiting the potential of movement across the industrial interface. This is consistent with the planned programme of work" DSM: (1) The HR cell's efforts are focused on establishing NSQEP succession planning and active career management within MOD before exploiting the potential of movement across the industrial interface. (2) Submarine Training & Education Programme (STEP) discussions with industry are scoping the benefits of greater collaboration in training and education.

1.9	The Nuclear Skills mapping work completed within the DNP HR Study is to be developed and reviewed annually in order to: - Maintain the integrity of the nuclear skills requirement over time. - Improve definition of the essential niche skill requirements at sub-contractor level. - Inform forecasting recruiting requirements and secondments/exchanges.	DSM	First iteration completed Jun 09	Review annually	DSM: The nuclear skills mapping work completed within the DNP HR study continues to be reviewed and refined. Specifically, the Submarine Training and Education Programme (STEP) team are closely engaged with Tier 1 industrial partners to: - Map all SMSQEP relevant courses and develop an agreed catalogue. - Identify critical courses and mass necessary to support SM Enterprise requirements. - Identify Enterprise recruitment supply and demands. Establish an agreed baseline for secondments and exchanges of personnel.
2	Implement the NAVB Personnel Change Programme ‘Delivering Sustainable Submarine Manning’:	1SL			In addition to providing detailed responses to individual actions, NAVSEC/COS(Pers) has also provided a project description and progress update on the Sustainable Submarine Manning Project, which forms Appendix 1 to this Annex.
2.1	Submarine Recruiting, Training & Pipeline Management:				
a.	Enhance recruiting and training effort for submarine Warfare, Marine Engineer, and Weapon Engineer officers in order to achieve full GTS by 2011/12.	FOSNNI	Complete by Apr 10	Review annually CNR	Redacted in full
b.	Introduce a Defence Nuclear Programme recruiting road-show in collaboration with the SM Enterprise partners, under RN/DESG leadership.	FOSNNI	Complete by Jun 10	Link with 1.6 CNR	CNR: CNR was also tasked to investigate working with fellow SM Enterprise partners to corroborate on recruiting effort, though this effort has effectively stalled as a result of PR10 measures (ie resource blight). In order to regain momentum, CNR has approached the STEP team in Abbeywood, with a view to incorporating recruiting activity into its remit. This is now being taken forward as a priority.
c.	Redacted in full	XXXXXXX XXXX	XXXXXXXX XX	XXXXXXXX XXXXXXXX XXXXXXXX XXXXXXXX XXXXXX	Redacted in full
d.	Investigate feasibility of using non-traditional training facilities to fill any significant training gaps.	FOST	Ongoing	Review Annually ACOS(T)/ D(N)	DSM: (1) STEP engaged with Tier 1 Defence industrial partners to identify how T&E can be delivered more efficiently throughout the SM Enterprise (i.e. shared courses & facilities). (2) Investigations continue to scope the feasibility of introducing an alongside training platform (XX).
e.	Introduce “Fast Track” Scheme for MESM/WESM Engineer Technicians in order to accelerate pull-through of trainees to Cat C/B/A nuclear watchkeepers and SWS LETs.	NAVSEC	Complete by Apr 10	NPT(E) TL	NAVSEC: Recommendation 2.1e was completed ahead of schedule in Jul 09. The first ETs selected for the MESM Fast Track scheme have already been assigned to LET course. 100% ET WESM recruiting, and improved management of the SWS training pipeline has negated the need for a WESM fast track scheme.
f.	Redacted in full	XXXXXXXX XX	XXXXXXXX XXXX	XXXXXXXX XXXXXXXX XXXXXXX	Redacted in full
2.2	Skills Retention and Future Sustainability:				
a.	Recommend to AFPRB a remuneration scheme for nuclear-skilled engineers (officers and ratings),XX Engineering Technician Job Realignment, the greater proportion of personnel serving on extended careers, extant FRIs and nuclear related bonuses.	NAVSEC	Complete by Dec 09	NPT(E) TL	NAVSEC: Recommendation 2.2a is ongoing. An extensive review of MESM TCoS and remuneration is nearing completion and, after staffing through central pay staffs, will be submitted to AFPRB in Sept 2010 for consideration in the 2011 pay round.

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	f.	Provide visible recognition of the contribution made by submariners to past and future classified operations and the sustained delivery of the National Deterrent.	RASM	Complete by Apr 10	COS RASM	RASM: A deterrent pin has been approved to recognise those who have served in support of CASD. A silver pin with a qualification period of 30 days and a Gold pin to recognise those who have conducted 20 patrols will be issued on 28 Oct. The Gold pins will be presented by Cdre in Chief Submarines, HRH Prince William at a full parade in HMNB Clyde. XXXX will be recognised by an operational service medal, the staffing of which is with the Service Secretaries and is expected to be issued within the next 12 months.
	g.	Develop and implement an effective Internal Communications campaign.	RASM/ NAVSEC	Complete by Sep 09	COS RASM/ NPT(E) TL	NAVSEC: Recommendation 2.2g is complete. A series of SSMP roadshows, a newsletter and DIN were published in late 09. Routine updates are provided through the command chain, via DRASM. RASM: Two strands – Firstly, DRASM, SM CoS Coherence Team and CWO SM are engaged with our people and their dependants on tribal issues, specifically the move of the Submarine Service to Faslane and has already briefed personally families and ships companies. XX
2.3	SSBN(F) Manning:					
	a.	Agree draft Establishment for SSBN(F) that is structurally sustainable.	ACNS	Complete by Apr 10	NPT(E) TL	ACNS: SSBN(F) manning concept baseline agreed between NC and Future Submarine IPT (FSM). Detailed and profiled SSBN(F) wedge added to NC future liability. Future PR enhancement option potentially necessary.
	b.	Establish feasibility of women serving in SSBN(F).	NAVSEC	Complete by Oct 10	NPT(E) TL	NAVSEC: Recommendation 2.3b is ongoing. A formal review of mixed manning in submarines is underway, led by NPT(E), and informed by a recent INM examination of the toxicological impact of the submarine atmosphere on a foetus. The mixed manning review is due to complete and report to the NAVB in Oct 10, subject to the completion of peer review of the INM report. Final decisions will be required by Ministers.
	c.	Deliver agreed manpower transition plan to SSBN(F).	NAVSEC	Complete by Oct 10	NPT(E) TL	NAVSEC: Recommendation 2.3c is complete. A planning assumption for the transition to SSBN(F) has been agreed between Navy Command and FSM IPT. The RN manpower plan makes provision for the additional personnel required for the transition to SSBN(F).
2.4	Submarine Warfare Officer Career Structure:		Endorsed by NAVB Jun 09			
	a.	Improve the knowledge and visibility of a career in the SM Service in order to improve recruiting and support an increased proportion of submarine warfare officer volunteers.	CNR	Complete by Sep 10	CNR	Redacted in full
	b.	Redacted in full	XXXXXXX XXXXXXX	XXXXXXX XXXXXXX	XXXXXXX XXXXXXX	Redacted in full
	c.	Align Submarine Advance Warfare Course with the PWO General Course and to re-brand as PWO(SM).	NAVSEC	Ongoing Review Jul 10	NPT(X) TL	NAVSEC: Recommendation 2.4c is complete. Since Jan 10, the Advanced Warfare Course has been aligned and re-branded as PWO(SM).
	d.	Improve preparedness for Submarine Command Course by adding a third, broadening tour at AWC level, thus delaying selection for SMCC by 18-24 months.	NAVSEC	Policy in place	Review Annually NPT(X) TL	NAVSEC: Recommendations 2.4d and e are complete. The policy to implement an additional broadening job at AWC level, and to support second boat commands, is in place. Reviewed annually by NPT(X)TL.
2.4	e.	Implement a career management policy to support second boat commands in order to reduce structural stress on the Submarine Command Course.	NAVSEC	Policy in place	Review Annually NPT(X) T	See above
2.5	Redacted in full		XXXXXXX XXXXXXX	XXXXXXX XXXXXXX	XXXXXXX XXXXXXX	Redacted in full
3	Address the personnel and training infrastructure		1SL/CDM	Develop	2SL/COM	As a result of the NAVB scrutiny of the move towards a single operating base for submarines,

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	implications at Faslane as a matter of priority, in view of the Maritime Change Programme decision to advance the move to a Single SM Operating Base by 6 years to 2017.		plan by Dec 09	FLEET/ CE DE	the "Submarine Centre of Specialisation (SM CoS) Steering Group and governance structure under the chair of DCINC Fleet has been formed to take forward this programme. It has charged DRASM with the role of ensuring coherence across all the 3* & 2* LoDs that impact the delivery of SMCoS. Set up in Mar 10 the Coherence Team have concentrated on understanding the totality of the constituent parts to provide an interim report to NAVB in Jul 10 and a full report in Oct 10. Items 4 and 5 of this table are being addressed by the constituent parts of SM CoS, namely STEP and Submarine Equipment.
4	Redacted in full	XXXXXXX XXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXX XXXXXXXXX	Redacted in full
5	Redacted in full	XXXXXXX	XXXXXXXXX	XXXXXXX	Redacted in full
5.1	Redacted in full	XXXXXXX	XXXXXXXXX	XXXXXXX	Redacted in full
5.2	Redacted in full	XXXXXXX	XXXXXXXXX	XXXXXXX	Redacted in full
6	Maintain the dialogue across Government (particularly with the Office of Nuclear Development) and with Academia established during the Study.	CSA	Continuous	DSM	<p>CSA has been actively engaged with colleagues across Government through his monthly meeting of Chief Scientific Advisers. He has also been particularly active with establishing the National Nuclear Centre of Excellence. CSA has ensured that the MOD are an integral part of this centre and has provided support through provision of staff and funding to the Centre. The NNCE has been established both to demonstrate UK commitment to its NPT (Nuclear Non-Proliferation Treaty) obligations to foster international access to peaceful uses of nuclear energy and support the non-proliferation agenda, and to create an organisation which can provide high quality advice and underpinning analysis to UK government. The 5 strategic goals of NNCE are outlined below for information:</p> <ol style="list-style-type: none"> 1. Strengthen international nuclear security and safeguards' regimes, and understand and minimise nuclear proliferation risks 2. Bring UK expertise to assist states, especially developing countries, wishing to responsibly develop or access nuclear energy for peaceful purposes 3. Work internationally in developing improved, proliferation resistant, lower carbon, economic technologies and fuel cycles, including for non-electronuclear applications 4. Provide advice and support to the UK Government in setting strategies, policy and programmes, including producing R&D roadmaps and integrating and coordinating R&D efforts 5. Work internationally on governance models and multinational approaches to the fuel cycle, giving countries credible alternatives for national infrastructure development (such as enrichment, fuel fabrication, waste management etc).
7	SSBN(F) design considerations should ensure that on-board accommodation standards and quality of life issues are thoroughly addressed in order to avoid the mistakes made with the Astute class.	DCDS (EC)	Continuous	DEC DUWC	<p>DCDS(Cap): The significance of on board accommodation standards and quality of life issues are recognised by the Future Submarines Project Team. This is reflected in the joint MOD /Industry Successor SSBN Habitability Policy which was activated in 2009. The central tenet of the policy is that improvements to living conditions and standards need to be achieved over current classes of RN submarines. This manifests itself within the guidelines which state the intent to, among other things:</p> <ol style="list-style-type: none"> a. Improve standards by maximising the use of space b. Separate recreation space from office working areas c. Designing all operational areas to permit personnel to walk upright d. Provide sufficient bathroom and WC facilities to accommodate demand at peak periods

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					As the concept phase has progressed, an initial baseline design has evolved. A comparison of the proposed accommodation features and living standard factors, as far as can be ascertained at this stage of design, has determined that there is an improvement in terms of personnel / facilities ratios and provision of recreation space per person, over those in the Vanguard class. As the programme embarks upon its assessment phase, the adherence to the habitability policy will continue to be monitored.
8	The Defence Nuclear Executive Board (DNEB) is to coordinate implementation of these recommendations from Dec 09.	DNEB	Dec 09	Review each DNEB	DNEB has discussed the recommendations in some detail in its meetings this year XXXXXXXX XX XX
9	DOC is to audit implementation, reporting progress to the Defence Board in Jul 10.	VCDS	Jul 10		DOC: Audit Complete

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