



# British Military Knowledge Skills & Experience Framework Development

**Dr Joanna Harvey & Jean-Marc Daniel**  
**Directorate of Personnel Capability**  
**Army HQ**



# Context

- Strategic Defence & Security Review 2010
- Reduction in numbers
  - Army combined strength of 110 000 (Reg 80 000, Res 30 000)
  - Whole Force concept
- Army 2020, New Employment Model
  - Better use of KSE of personnel
  - Better matching of people to posts (abilities & requirements)
  - Enhanced career management
  - More flexible working arrangements



# Research Requirement

- Establish a KSE framework
  - Officers & Soldiers, tri-Service
  - Measureable & applicable
  - Underpinning
- Core and Functional Framework
- Challenge
  - Limited number of occupational psychologists
  - Timelines
  - Usability (“overly scientific”?)



# Approach Taken

- Army occupational psychologist team - project lead
- Mixed use of internal MOD psychologists & contractors
- Use of RAF and RN occupational psychologists to validate applicability to their Service



# Core & Functional KSE

- Core
  - 'Behavioural' & common to all
  - Similar to current system
- Functional
  - Largely knowledge based
  - Key common technical requirements across a range of Career Fields (approx 10-15?)
  - Not applicable to all, but show ability towards a certain career path, often at a staff level
  - Officers & SNCO/WO level



# Phases of Development

- Initial contract with Deloitte (Jan – Mar 13)
- Internal rework of Core framework by Army psychologists (Apr 13 –
- Tri-Service validation of Core framework (RN/RAF psychologists) (Apr – Aug 14)
- Background to Functional Framework (Nov 13 – July 14)
- Contract with Penna (Jun – Nov 14)
  - Soldier validation
  - Functional Framework design



# Initial Contract

- Joint work with Deloitte
- Review of military doctrine & future operating environment
- Review of current KSE frameworks (other military & govt)
- Current KSE 'As Is'
  - Job descriptions (n=56)
  - Job analysis survey (n=43)
  - Job incumbent interviews (n=29)
  - Review of current systems & processes



- Future KSE 'To Be'
  - KSE interviews & card sort
  - Based on 15 KSE identified by strategic documentation, job descriptions, appraisals, industry best practice
  - Interviews
    - Job Manager (n= 13)
    - Reservist (n= 15)
    - Strategic Context (2\*,1\*) (n= 9)





# Recommendations

- Technical & Non-technical Frameworks
- Non-technical (*Core*)
  - 10 KSEs considered priorities
  - Behavioural & values
- Technical (*Functional*)
  - 5 KSEs considered priorities
  - Project & process management, Financial planning, Risk management, Sourcing & contracting, Systems & technology.



# Internal Rework

- More evidence base, earlier work too directed?
- Thematic analysis of all KSEs on framework reviews



# Internal Rework

- Review research and military and Public Sector competency frameworks:

US Army 21st Century Soldier Competencies

Competency Based Future Leadership Requirement

US Air Force RAND

US Army

UK Police

Defence Leadership

UK Civil Service

Canadian Armed Forces

Draft Deloitte Framework



- Content analysis on ALL descriptors
- Gap Assessment to identify which behaviours were missing from the framework, & which were most consistent and robust





# Internal Rework

- More evidence base, earlier work too directed?
- Content analysis of all KSEs on framework reviews, including contract
- Bottom up approach
- Gap analysis & cross validation
- New reworked framework - 8 Core KSE



# Workshops

- As senior ranks and staff posts had been used in initial KSE Framework development, there was a need to test framework with lower levels:
  - 6 workshops – Captains (n=36)
  - 3 workshops – Lieutenants (n=18)
  - 2 workshops – Senior NCOs (n=16)
  - 2 workshops – Junior NCOs (n=16)
- Royal Navy occupational psychologists helped (reliability)



# Workshop Format

- Took 4 KSE, printed on cards, discussing each in turn.
  - 1 hour workshops
  - Description of KSE
  - Relevance?
  - Examples of good & poor behaviours

# Workshops

- **Thematic Analysis:** Over 750 behavioural examples were analysed and mapped to KSEs.
- 200 contextual items were used to inform the framework, i.e. “Strategic Thinking doesn’t apply to us.”

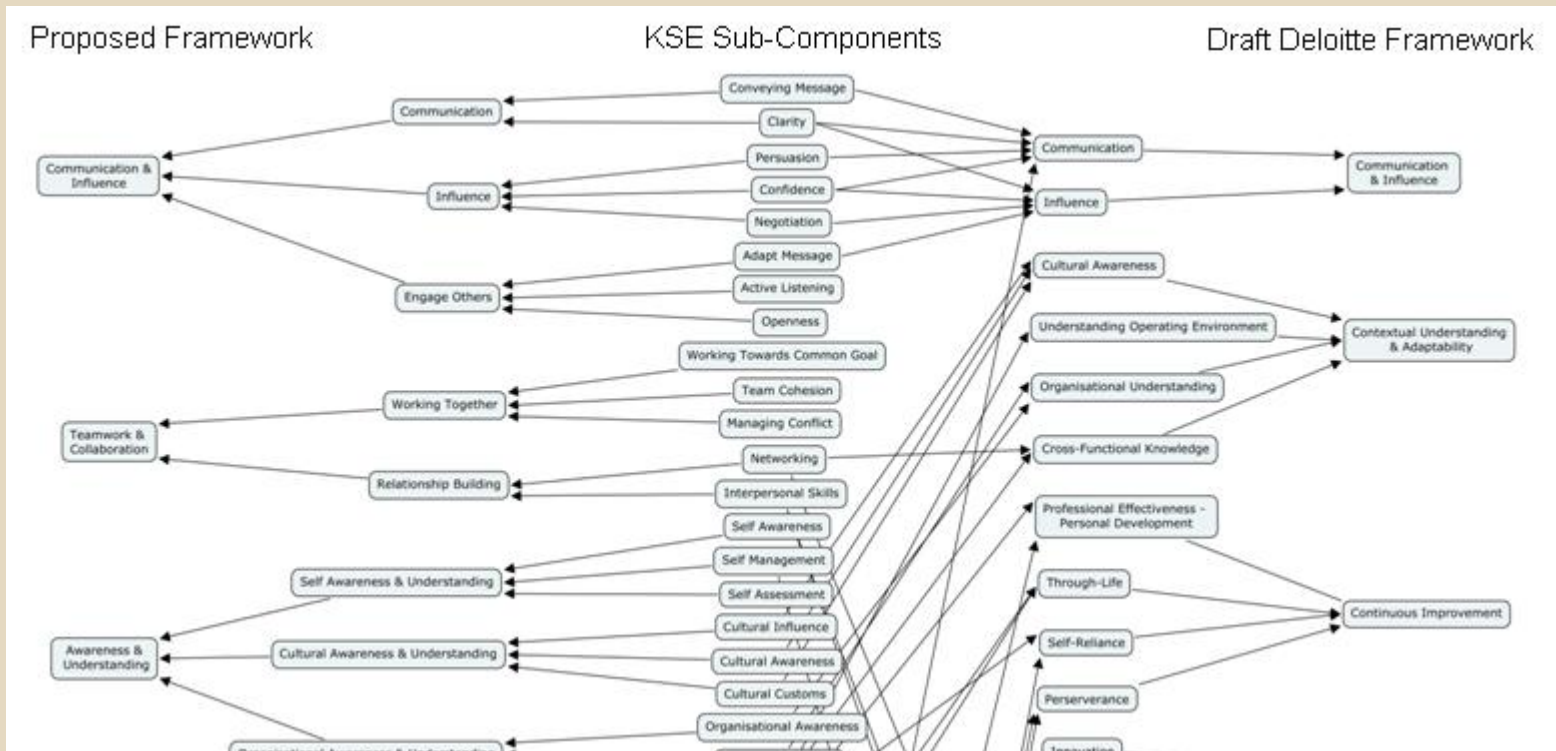






# Mapping

- The findings were used to inform and validate current framework. This was then mapped to the Draft Deloitte Framework to show how the two relate.





# Behavioural Descriptors

- Behavioural descriptors were written based on information gathered from all stages of Framework Development and Validation

## Communication & Influence

KSE	Description
<b>Communication</b>	<ul style="list-style-type: none"><li>▪ Expresses clear, concise and accurate verbal, written and electronic communications</li><li>▪ Ensures message is conveyed effectively and follows up to assess understanding or seek further clarification</li></ul>
<b>Influence</b>	<ul style="list-style-type: none"><li>▪ Uses logical, reasoned and informed thinking to present ideas appropriately</li><li>▪ Displays confidence and conviction when articulating thoughts, ideas or requirements; gaining the trust of others when obedience is required</li><li>▪ Successfully negotiates conflicting requirements and needs from different stakeholders, achieving consensus or acceptable compromise</li></ul>
<b>Engage Others</b>	<ul style="list-style-type: none"><li>▪ Analyses situation and tailors method of communication and language to engage audience</li><li>▪ Actively listens to others to understand perspective and requirements</li><li>▪ Builds trust through open and honest communication</li></ul>



# Core KSE

- **Leadership**
- **Teamwork & Collaboration**
- **Awareness & Understanding**
- **Adaptability**
- **Communication & Influence**
- **Problem Solving & Decision Making**
- **Strategic Thinking**
- **Delivering Results**
  
- ***Values & Standards***
- ***Physical Stamina***



# Current Validation of Core Framework

- Focus Groups
  - RAF: internal psychologists with help from Army
  - RN: internal psychologists & contract
- Contractor (Penna) conducted soldier focus groups
- Core KSE survey (720)
- Penna collate findings and review Core Framework



# Functional Framework

- Military operating in increasingly complex environments – stakeholder management, risk management & governance, contractual relationships, delegation of authorities.
- Many posts are tri-Service, or could be filled by Reservists or civil servants
- At staff level, work in Career Fields
  - How do we map people to CF?
- Need to train and select for posts using specific technical criteria (KSE)



# Contract with Penna

- Approx 5 months duration
- Interviews with 120 personnel, tri-Service, across career fields
- Draft Functional Framework
- Approximately 15 workshops with specialists to test descriptors and scalability (awareness, practitioner, expert)
- Survey to 700 personnel



# DRAFT Functional Framework

- Information management, exploitation & insurance
- Workforce planning
- Performance management
- Training & education
- Acquisition policy & process
- Contract management
- Partner management
- Project & programme management
- Commercial & financial management
- Military planning & execution
- Research & analysis
- Wider systems perspective
- Strategic communication
- *(Efficient use of IT; Risk and governance)*



# KSE Framework: Draft Attributes

<b>Core KSE</b>	<b>Current Appraisal Attributes</b>
<p> <b>Leadership</b>  <b>Teamwork &amp; Collaboration</b>  <b>Awareness &amp; Understanding</b>  <b>Adaptability</b>  <b>Communication &amp; Influence</b>  <b>Problem Solving &amp; Decision Making</b>  <b>Strategic Thinking</b>  <b>Delivering Results</b>  <b>Values &amp; Standards</b>  <b>Physical Stamina</b> </p>	<p> <b>Leadership</b>  <b>Team Spirit (SJAR only)</b>  <b>Reliability</b>  <b>Professional Effectiveness</b>  <b>Powers of Communication</b>  <b>Effective Intelligence</b>  <b>Judgement</b>  <b>Management</b>  <b>Initiative</b>  <b>Subordinate Development</b>  <b>Courage &amp; Values</b>  <b>Physical Stamina (SJAR only)</b> </p>
<b>Functional KSE</b>	<b>Current Appraisal Attributes</b>
<p> <b>Efficient use of IT</b>  <b>IM/IX/IA</b>  <b>Workforce Planning</b>  <b>Performance Management</b>  <b>Training and Education</b>  <b>Acquisition Policy &amp; Process</b>  <b>Contract Management</b>  <b>Partner Management</b>  <b>Project &amp; Programme Management</b>  <b>Commercial &amp; Financial Management</b>  <b>Military Planning &amp; Execution</b>  <b>Research &amp; Analysis</b>  <b>Wider Systems Perspective</b>  <b>Strategic Communication</b> </p>	<p><b>No current attributes</b></p>





# Internal work at contract end

- Applying to military (Core & Functional)
  - Usability
  - Applicability
- Feedback & discussions with military Career Field specialists (Functional)
- Implementation plan, how it will be used and applied, and practicalities - 2015



# KSE – Broad Alignment

- Knowledge = Functional framework
- Skills = Core Framework
- Experience = ?
  - Fundamental basis of military postings
  - What is 'experience'?
  - How do we measure experience?
  - Contract underway to consider experience and its measurement (by May 15)



# Comments

- Complex
- Breadth of Service, rank & functionality
- Depth of expertise
- Multi-staged approach
- Varied use of resources/ manpower
  
- High impact & visible
- Has to be usable & simple