The Effectiveness of Graded Selection in the British Army

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Occupational Psychology – Informing Your decisions
Overview

- Why
- How
- Results
- Issues/Way forward
The Problem

- **HIGH WASTAGE** – *Too many people were leaving*

- **RECRUITMENT SURGE** – *Not enough training places*

- **COURSE LOADING** – ‘First Come First Served’ - *Needed a way to give training places to the people most likely to succeed*

- **NO OBJECTIVE MEASUREMENT OF PERSONAL QUALITIES** - *Needed to develop a tool to allow for this to be done*
Underpinning Research

- Behaviour Measuring Instrument – RAF
- Project A – USA
- Suitability for Service Life – Directorate of Army Personnel Strategy (DAPS)
- Personal Qualities Assessment Profile – DAPS
- Soldier Assessment Review
Why do People Leave?

- Lack of commitment to the Army – Motivation for joining
- “Wrong stuff” - Values mismatch – P & O fit
- Don’t know what they are getting into – Expectations
- Can’t cope with training - Not prepared
- External Causes – Personal Circumstances/Support
Behaviours
- Puts themselves out
- Team player
- Physical courage
- Self confidence
- Accepts Discipline
- Self Discipline
- Reliable
- Does the right thing
- Good conduct
- Gets on with others
- Committed
- Accepts responsibility
- Army Ethos
- Realistic Expectations
- Understands Trade
- Has prepared
- Supportive Family
- No distractions
- Copes well
- Has drive & determination
- Communicates effectively
- Follows verbal instructions

Attributes
- Selfless Commitment
- Courage
- Discipline
- Integrity
- Respect
- Loyalty
- Military Awareness and expectations
- Motivation for joining
- Personal Circumstances
- Resilience/Maturity
- Communication Skills
- GTI, Basic Skills, Run time

Key Factors
- Commitment
- Effort
- Suitability
- Attainment

Overall Result

SCORE & GRADE
RESULTS SO FAR

Data Feb 09 – Aug 11
Data Feb 09 – Aug 2011

- 24,570 – Have been given a grade

- 18,109 (73.7%) – Have entered training
  - Of those
    - 59.2% Completed Ph1 Training
    - 18.8% Discharged
    - 22.0% Still in training
Known Outcome by Grade

- **N = 2305**
- **N = 7144**
- **N = 3856**
- **N = 821**

![Chart showing the known outcome by grade with categories A, B, C, and D. The chart indicates the percentage of passed and discharged outcomes for each grade.](chart.png)
Discharge Reason by Grade

- UNSUITABLE
- MEDICAL
- VOLUNTARY WITHDRAWAL

N = 411
N = 1613
N = 1226
N = 297
Issues/Future Work

- Increased quality or Increased scores?
- Objectivity – Standardisation
- Cap badge Differences
Distribution of Grades

![Bar chart showing distribution of grades for years 2009, 2010, and 2011. The chart indicates the percentage of students receiving grades A, B, C, and D.](chart_image)
Selection Centre Differences

<table>
<thead>
<tr>
<th></th>
<th>Belfast</th>
<th>Glencorse</th>
<th>Lichfield</th>
<th>Pirbright</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>232</td>
<td>2177</td>
<td>2675</td>
<td>3275</td>
</tr>
</tbody>
</table>

- **Mean Scores**
  - **Attainment**
  - **Commitment**
  - **Effort**
  - **Suitability**

### Graph Details
- **X-axis**: Attainment, Commitment, Effort, Suitability
- **Y-axis**: Mean Scores
- **Legend**:
  - **Belfast**
  - **Glencorse**
  - **Lichfield**
  - **Pirbright**
Standardisation

- Improvements to BARs
- Changes to AC Exercises
  - Ice breaker
  - Military Lesson
- Refresher Training
Mean Score by Selection Centre

![Graph showing mean score by selection centre from 2009 to 2011 and from April 2011 for Belfast, Glencorse, Lichfield, and Pirbright.]
## Most Influential Factor by Capbadge

<table>
<thead>
<tr>
<th>Capbadge</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGC</td>
<td>Effort</td>
</tr>
<tr>
<td>CAMUS</td>
<td>Attainment</td>
</tr>
<tr>
<td>HCAV</td>
<td>Run time</td>
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<tr>
<td><strong>Infantry</strong></td>
<td><strong>Suitability</strong></td>
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<tr>
<td>R. Signals</td>
<td>Overall Score</td>
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<tr>
<td>Royal Eng</td>
<td>Effort</td>
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<tr>
<td>REME</td>
<td>Run time</td>
</tr>
<tr>
<td>RLC</td>
<td>Commitment</td>
</tr>
</tbody>
</table>

NB – GTI and TST were not in the data set
Benefits to Organisation

- Best first loading system
- Reduction in attrition from training
- Definition of Quality
- Standardisation of Selection
Future Work

- Testing the Model
- Can do/Will do impact
- Capbadge Differences
- Officer Grading
Questions