

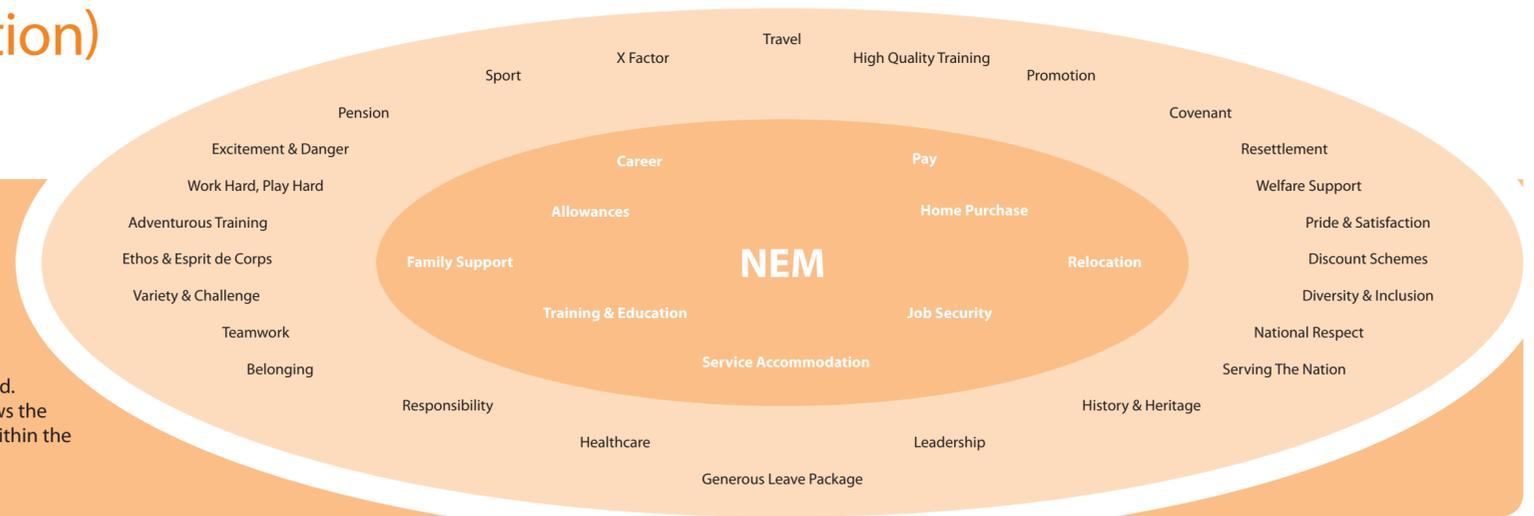
Snapshot of NEM (January 2015 Edition)

Service Life, NEM and the Wider Offer

The first of this series of NEM snapshots, released in Oct 14, provided a general update across the breadth of the NEM programme. The second, issued in Nov 14, focussed on the Combined Accommodation Assessment System (CAAS) detail. This, the Jan 15 edition, looks at how NEM supports 'the Offer', ie. the range of financial and non-financial benefits that support life in the Service.

What's in it for you in return for your service?

For people to want to serve, and stay serving, in today's and tomorrow's RAF the Offer (the range of both financial and non-financial benefits) has to match or exceed people's expectations and ensure they feel valued. The inner ring (right) shows the elements at the heart of the Offer that NEM is looking at. The outer ring shows the other elements that are outside the NEM work, but constitute the remainder of the wider range of benefits within the overall Offer in return for your service.



The New Employment Model is the widest ranging review of the Terms and Conditions of Service for personnel, both Regular and Reserve, in over 40 years.

It covers 4 broad areas (comprising 18 components):

- Accommodation.
- Value & Reward (Pay & Allowances).
- Terms of Service and Career Management.
- Training and Education.

NEM aims to deliver:

- Attractiveness**
 - Improved recruitment and retention.
- Agility**
 - Greater responsiveness to change in the manpower requirement.
 - Improved internal agility, enabling the Services to employ the skills of their people to optimum effect.
- Affordability**
 - Improved Value for Money. The NEM is not a cost cutting exercise, but is about delivering better value for money within the same level of resources.

NEM Programme Workstreams and Components

Pay and Allowances:
Core Pay, Simplification and Consolidation of Allowances, Reserve conditions of Service (Pay and Allowances).

Terms of Service:
Engagement Structures, Manpower Control Measures, Career Management Principles, Officers' Career Development, Flexible Working, Reserves Terms of Service, Return of Service/ Return on Investment.

Accommodation:
Forces Help to Buy and Home Purchase Incentive, Accommodation Grading and Charges, Partner Employment Project.

Training and Education:
Personal Development Pathway, Optimising Phase 3 Training, Distributed Training.

For more information:

- DINs / IBNs.
- Community Support website.
- Roadshows - Summer 2015 (TBC).
- NEM Champions at unit level.
- NEM Mailbox:
Air-COSPers-Pol NEM Mlbx (MULTIUSER).
- NEM Website coming soon.

The Journey ...

Early Years - Up to 12 yrs

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Stage 1

Context:
You have started out on your RAF career. (Some Trades/Branches have different Terms and Conditions of Service).

Career:

- Wide range of highly skilled Trades/Branches, rewarded with a competitive pay offer reflecting range of skills.
- Career management principles that aspire to provide enhanced geographic and domestic stability, greater consistency across the Services, higher predictability of employment and realistic lifestyle choice.
- Potential for full career.
- Operational deployments.
- Opportunities for overseas service.

Pay:

- Fair and competitive pay offer, predictable pay journey, annual pay awards recommended by the Armed Forces Pay Review Body.
- Incremental pay progression, unique to Defence, providing recognition of the additional value of experience in rank.
- A highly competitive non-contributory pension scheme.

Job Security:

- Initial Engagement of 12 years that attracts a defined resettlement package and a grant earned at 12 year Point.
- Opportunities for promotion.
- Opportunity for extension of Service.
- Flexible Working, (where a Service Person wants it and where the Service can facilitate – ie. when it works for all parties.)

Training & Education:

- Full Training Package - after Phases 1 & 2, some of the training will be delivered either on-line at home unit or at a regional training centre close to your unit.
- Earn civilian recognised qualifications.
- Encouragement to use Enhanced Learning Credits & Standard Learning Credits.

Support through all stages:

Service Accommodation:

- Subsidised Service Accommodation including SFA and SLA.
- Home ownership? Advice available from the Joint Services Housing Advice Office and use of the Forces Help to Buy Scheme.

Relocation/Family Support:

- Moves between tours supported through the relocation process.
- Packages sufficient to incentivise mobility, such as simplified Allowances and the Partner Employment Project.
- Armed Forces Covenant.

Middle Years - Up to Qualification for Early Departure Payment

2

Stage 2

Context:
You have settled into your career in the RAF and are looking to pursue further promotion opportunities. Your personal life may have changed and you need to consider others who either depend on you or will be affected by your career choices.

Career:

- Signed to an engagement that qualifies for an Early Departure Payment under the Armed Forces Pension Scheme 15.
- Career Management principles that aspire to provide enhanced geographic and domestic stability, greater consistency across the Services, higher predictability of employment and realistic lifestyle choice.
- Officer Career Development, from OF3 upwards matching training and education to the developmental and employment needs of those with potential for senior leadership roles; and those valued for their depth of specialist expertise.
- Potential for full career.
- Operational deployments.
- Opportunities for Overseas Service.

Pay:

- Fair and competitive pay offer, predictable pay journey, annual pay awards recommended by the Armed Forces Pay Review Body.
- Incremental pay progression, unique to Defence, providing recognition of the additional value of experience in rank.
- A highly competitive non-contributory pension scheme.

Job Security:

- Signed to an engagement that qualifies for an Early Departure Payment and the possibility (dependent on Service need & promotion) of further Length of Service/Mandated End of Service engagements as career progresses.
- Investment in professional & career development.
- Long specialised courses will attract a training Return of Service, a fair reflection of the investment in your professional and career development.
- Flexible Working, (where a Service person wants it and where the Service can facilitate - ie. when it works for all parties.)
- Opportunity for extension of Service.

Training & Education:

- Build on external professional qualifications to a level recognised in civilian life.
- Encouragement to use Enhanced Learning Credits & Standard Learning Credits.

Full Career - Up to Mandated End of Service

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Stage 3

Context:
You have built up knowledge, skills and experience, and possible niche skills that have taken you to a more senior rank and have even more to offer the RAF. Your personal life will have evolved further, but is likely to require consideration of impact on others (family/partner) when making career decisions.

Career:

- A mix of strong performance, including a share of operational deployments, professional development to provide the niche skills that are in demand, and knowledge, skills and experience have taken you to a more senior rank; these factors together may bring you an offer of Service beyond your Early Departure Point.
- Career Management principles that aspire to provide enhanced geographic and domestic stability, greater consistency across the Services, higher predictability of employment and realistic lifestyle choice.
- Competitive selection for Executive WO/MACr posts for those WOs/MACr who present the potential to fulfil high tariff WO/MACr posts.
- Officer Career Development (previously Career Streaming) those with potential for senior leadership roles and those valued for their depth of specialist expertise.
- Tour lengths likely to be longer.
- Operational deployments.
- Opportunities for overseas service.

Pay:

- Fair and competitive pay offer, predictable pay journey, annual pay awards recommended by the Armed Forces Pay Review Body.
- Incremental pay progression, unique to Defence, providing recognition of the additional value of experience in rank.
- A highly competitive non-contributory pension scheme.

Job Security:

- Length of Service offers based on rank, with the potential extension to Mandated End of Service to age 60 where the Service need exists.
- Additionally, Mandated End of Service offered to officers of the flying branch on promotion to the substantive rank of Sqn Ldr, and to Flt Lts on transfer to Professional Aviator Spine.
- Investment in professional & career development.
- Long specialised courses will attract a training Return of Service, a fair reflection of the investment in your professional and career development.
- Flexible Working, (where a Service Person wants it and where the Service can facilitate – ie. when it works for all parties.)
- Opportunity for extension of Service.

Training & Education:

- Continue to build on external professional qualifications to a level recognised in civilian life.
- Continued training and education for WO/MACr employed within the Executive WO stream.
- Encouragement to use Enhanced Learning Credits & Standard Learning Credits.

End of Regular Service and Transition to Civvy Street or Reserve Service

What's Next?

Context:
You are either coming to the end of your Regular Service or contemplating transition to civilian life early as an alternative to serving a full career in the RAF.

Reflection on Career:

- A mix of strong performance and leadership, including a share of operational deployments, professional development that provided the niche skills that are in demand, and knowledge, skills and experience have taken an individual to a more senior rank.
- Developed portable professional qualifications progressively through the Service, keeping pace with civilian contemporaries.
- Perhaps a greater appreciation of worth provided by the wider offer, highlighted within the outer ring in the above diagram.
- High priority afforded to last tour of duty.

Pay:

- Full benefit of a non-contributory pension scheme to either aid retirement or bolster a second wage on leaving the Services and commencing a new career.

Ease of Transition to Civilian Life:

- At whatever point of leaving the service, your military career has provided you with a springboard to future employment. You will have a Personal Development Record reflecting a Personal Development Pathway steered by Learning Centre Advisors.
- Resettlement entitlement, graduated according to time served. If you have more than 6 years Service, you are entitled to duty time and money to assist with your transition to civilian life. The Career Transition Partnership provides you with a personal career consultant, support for CV writing, interview skills and expert advice on pursuing your future career. You will have the opportunity to undertake training or work placements that will benefit your transition. You will also have access to Right Job, an online resource advertising vacancies from employers looking to recruit Service leavers. Support from your Career Transition Partnership career consultant will continue for 2 years post discharge, giving you every opportunity to find the right employment. If you have served for less than 6 years, you will have access to a personal employment consultant, who will provide resettlement support.
- Advice available from the Joint Services Housing Advice Office.
- Independent advice on finance issues, including pensions, mortgages and investments, through the Financial Aspects of Resettlement brief.
- Access to a variety of Service charities, such as RAF Association, The RAF Benevolent Fund, The Forces Employment Charity, Royal British Legion, The Officers' Association and SORTED (a consortium of service charities that provide support to both Serving and Veterans) – many of which are available for both you and your family.

Thirst for Service Life at the end of Regular Service?

- On leaving the Services, transition to the Reserves represents an attractive potential option for some to continue providing the same skills for Defence, but with a range of liability and commitment options.

The Reservist's Experience

Context:
RAF Reserves provide a wide array of options for service which vary in their level of commitment to the RAF. They serve alongside Regulars in the UK and overseas. NEM changes that will impact on Reserve service have yet to be confirmed. The NEM Programme will ensure the Reserves offer remains attractive to serving and potential reservists.

Career & Reward

- In an integrated force, whether on a full or limited commitment, a career path exists that will offer a rewarding career.
- Whichever type of service an individual undertakes, the Conditions of Service will be proportionate to the underlying level of commitment and any difference between groups will be transparent and objectively justified.
- Given that different demands will be placed on Reservists at different times of their lives, there is a need for Defence, and the individual Reservist, to be flexible. The future will see easier transition from part time to full time commitment; enrolment in the Armed Forces Pension Scheme, for example, will assist in this regard.
- Reservists will be supported by a range of other allowances and elements of NEM – usually mirroring those available to their Regular counterparts, but applied proportionately to reflect the degree of commitment in their particular engagement, others tailored to their particular needs as Reservists.

Reserve Options:

Reserve service provides flexible working arrangements to meet an individual's personnel circumstances. Reserve service comes in many guises all with different levels of commitment and reward.

- **Part-Time Volunteer Reserves (PTVR)** in the RAuxAF commit to attend for training and other duties. Usually the commitment is around 35 days a year of which 14 are usually delivered as continuous training. As well as pay for days attended a PTVR qualifies for an annual training bounty which is tax-free. The RAuxAF PTVR is the reserve of first choice to augment the RAF on operations at home and abroad.
- **Volunteer ex-Regular Reserves (VeRR)** in the RAFR or RAuxAF are not committed to any regular training pattern but serve by undertaking duties as and when required. These individuals often undertake project work or relieve pressure on the Regular and Reserve colleagues during surge periods. While they could be mobilised, this is not the norm. However, if they undertake at least 10 days duty a year they qualify for a tax-free bounty.
- **Additional Duties Commitments (ADC)** reservists have a more formal, albeit part-time, employment relationship with the Service and undertake routine duties on a pre-planned basis. Commitments are expressed in the number of days to be worked in a year and usually spread from 90-180. Daily rates of pay are awarded but there is no tax-free bounty. These reservists can also be mobilised but this would be an unusual move.
- **Full Time Reserve Service (FTRS)** comes in three variants either Full Commitment, Limited Commitment or Home Commitment but in essence these are full time posts delivering output on a daily basis. Pay rates attract reducing X-factor based on the level of commitment. Where vacant single accommodation exists FTRS personnel may occupy at the entitled rates. Again, while available for mobilisation these reservists would not expect to be used in this way unless they volunteer.