British Military Knowledge Skills & Experience Framework Development

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KSE Framework

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
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
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
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
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.”
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.
Behavourial descriptors were written based on information gathered from all stages of Framework Development and Validation

Communication & Influence

<table>
<thead>
<tr>
<th>KSE</th>
<th>Description</th>
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</table>
| **Communication** | ▪ Expresses clear, concise and accurate verbal, written and electronic communications  
▪ Ensures message is conveyed effectively and follows up to assess understanding or seek further clarification |
| **Influence**   | ▪ Uses logical, reasoned and informed thinking to present ideas appropriately  
▪ Displays confidence and conviction when articulating thoughts, ideas or requirements; gaining the trust of others when obedience is required  
▪ Successfully negotiates conflicting requirements and needs from different stakeholders, achieving consensus or acceptable compromise |
| **Engage Others** | ▪ Analyses situation and tailors method of communication and language to engage audience  
▪ Actively listens to others to understand perspective and requirements  
▪ Builds trust through open and honest communication |
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
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
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

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

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