



Ministry
of Defence

Future Reserves 2020: Summary of Consultation Findings

July 2013

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Section 1 - Executive Summary

- 1.1. This report provides a summary of the responses to the Government's consultation on *Future Reserves 2020 (FR20): Delivering the Nation's Security Together*.
- 1.2. The FR20 consultation which took place between 8 November 2012 and 18 Jan 2013 received 3,724 online responses to the official response form. Sixty consultation events were also held by the Ministry of Defence (MOD) with a range of stakeholders. In addition, the MOD received responses from organisations and individuals who chose to respond through written submissions or conduct surveys of their members. All submissions received up to and including 1 February 2013 formed part of the analysis.
- 1.3. These submissions were analysed in a report by Ipsos MORI, a large market research firm. The responses, grouped by the main themes of the consultation, can be summarised as follows.
- 1.4. **Rebranding the Territorial Army (TA).** A large proportion of participants in all audience groups, including reservists, agreed that renaming the TA the 'Army Reserve' would better reflect its future roles and tasks. Some disagreed and said that the change could be confusing, unnecessary or a waste of money.
- 1.5. **The role of Reserves.** The majority of participants responded positively to proposals to extend the role of Reserve Forces. The consultation paper asked two questions: the first proposed extending mobilisation to non-warfighting operations which, whilst still achieving majority approval, received more negative responses from reservists and regulars than the second which focussed on overseas deployments that fall short of operations. Some reservists reflected positively on the potential for integration with the regular Army, although some had concerns that this could result in reservists being mobilised for the least desirable deployments. Employers gave a broadly similar response to both questions with around one half expressing approval. Some were concerned by the potential for frequent and mandatory deployments.
- 1.6. **Future Reserve legislative requirements.** Around half of reservists said that they have been disadvantaged in some way in the civilian workplace. Largely this disadvantage appeared to be caused by absence from the workplace for reservist training and mobilisation. A small proportion gave examples of discrimination such as the loss of a job or not being given a job as a direct result of reserve service. Reservists and employers were split on whether legislation would be an effective measure to mitigate reservists being disadvantaged. Both agreed that legislation would be a challenge to enforce and that a culture change where reservists were viewed more positively would be most effective. There was no clear view as to whether all mobilisations should require specific ministerial authorisation and immediate parliamentary notification.
- 1.7. **Ex-regular reservists.** Employers were evenly split on whether the attractiveness of ex-regular reservists would be affected by a more formal and limited liability. Private sector employers were less likely to say attractiveness would not be affected than public sector employers. In written submissions a number of employers stressed that they sought the best person for the job, and ex-regular reserve status was not and would not be a factor in the future. In other audience groups, including regulars themselves, more thought that attractiveness would be affected.

- 1.8. Sponsored Reserves.** Only a small number of employers provide sponsored reserves, which meant that many employers could not provide feedback. More generally, employers identified many transferable skills the MOD could use in the Reserves, with Cyber and medical being the key areas considered.
- 1.9. Terms and Conditions of Service (TACOS).** Reservists were broadly positive with regard to the revised proposition for reservists, but were concerned that while the terms of employment are seen to be detailed, they are still unclear on the conditions they could expect.
- 1.10. Training.** Most reservists supported the proposed training regime, and welcomed the focus on well resourced training. Ensuring adequate notice of training, such as an annual training calendar, was key for reservists. Whilst there was support for some mandatory elements to training, reservists also wanted flexibility within the system to allow for attendance at essential work or family events.
- 1.11. Relationship with employers.** Employers were generally supportive of the aims in the consultation paper to improve the relationship between Defence and employers, and felt that many of the proposals for doing so had potential to be developed into solutions. For example, clear and consistent communication and hassle-free financial assistance were both seen as key elements of tangible support for employers trying to manage the absence of reservist employees. Employers were positive about the benefits reservists bring to their organisation, but some felt that there is more the MOD could do to overcome the perception that the MOD and the employer can only mutually benefit each other if they have a shared skill base. Employers also wanted greater clarity on their reservist employees' training and skills base, on what would be expected of the reservist and what would be expected from them as the employer of a reservist.
- 1.12. Charter, Covenant and 'Kitemark'.** Some groups saw benefits to an employer charter but most online responders chose not to answer or gave a neutral response. While employers could see how it could give a consistent approach to creating a supportive environment for reservists in the civilian workplace, there was also some concern that the charter proposed as part of the consultation paper was too focussed on what employers should provide with not enough information on the role of the MOD (or the reservist). There was a mixed response to the 'Kitemark' scheme as proposed in the Green Paper. Around half of large and very large employers supported a tiered 'Kitemark' scheme but the response from small businesses was generally negative. Some would be glad of the recognition for the support that they provide, but there was also concern that it could be detrimental to employers' relationships with clients, in particular industry sectors or countries. Several respondents suggested that rather than create a new standalone 'Kitemark' there could be advantage in securing recognition through existing schemes.
- 1.13. Skills development.** Accredited training was seen as beneficial by most, but with a warning that employers wanted to see skills that benefited their business, rather than skills considered specific to the military. Equally, there was a broad level of support for closer relationships between Defence and employers through graduate training schemes and apprenticeships. Some employers said that where these were relevant to the business needs, this would be a good way of spreading the cost burden of training, and would help develop some of the soft skills employers like to see, such as leadership, management and pro-activity.
- 1.14. Welfare, health and family support.** Health care (including dental treatment and mental healthcare) was seen by reservists as one of the biggest divisors between

Reserves and the Regular Forces. Some reservists also valued clarity on where and how to access support if needed including for their families. Employers were keen to have more involvement in the reintegration of their recently demobilised employees including, but not limited to, support in recognising any signs of mental trauma.

Section 2 - Methodology of the Consultation Process

- 2.1.** On 8 November 2012, the Government published a consultation paper: *Future Reserves 2020: Delivering the Nation's Security Together - A Consultation Paper* which contained proposed changes to the structure of the United Kingdom's Reserve Forces. Reservists, regular service personnel, employers and families of service personnel were encouraged to respond via the online official response form.
- 2.2.** There were a total of 3,724 online responses received within the consultation period, 2,557 of which had completed all sections. The consultation stated only complete responses would be analysed. The online portal was not set up to identify duplicates, so incomplete responses (of which 1,167 were received) were not considered for analysis. It appeared at least some of the incomplete responses were from participants entering the survey to see the questions, and returning at a later date to complete. The approach of only considering complete responses was therefore necessary to ensure data was not biased by double counting.

Audience¹	Number of responses
Reservists	1,750
Regulars	379
Employers	225
Other stakeholders	203
<i>General public</i>	40
<i>General public with close relative in the Forces</i>	52
<i>Unemployed individual and potential reservist</i>	10
<i>Interested stakeholder organisation</i>	16
<i>Reservist support organisation</i>	21
Total	2,557

Table 1 - Responses by audience group

- 2.3.** Reservists and employers were asked a series of demographic questions which were used in the analysis to identify any relevant sub-groups with substantially different answers.
- 2.4.** The consultation consisted of thirty four questions (including a response box for any additional comments participants may have). Closed questions were asked to gauge levels of support for the proposals among those responding to the consultation, while open ended questions gave participants the opportunity to state the reasons for their views in their own words.
- 2.5.** During the consultation period, the MOD attended or arranged over sixty events with reservists from all three Services, local authorities, small and medium-sized enterprise (SME) employers, uniformed public services, the self-employed, the unemployed, the National Health Service (NHS) and employment bodies. These events were spread

¹ Participants were asked to self-identify. No verification was conducted.

across the UK. There were also two national employer workshops, hosted in London for employers of varying sizes but primarily aimed at large, national employers. Twelve of the events were either observed or led by Ipsos MORI researchers including one with the Royal Auxiliary Air Force (RAuxAF), two with the Royal Naval Reserves (RNR), four with Territorial Army (TA), one welfare event, two national employer workshops and two hosted by the Reserve Forces and Cadets Association (RFCA). After observing these sessions, Ipsos MORI agreed to accept notes from other RFCA events without observation. Events not conducted or overseen by either Ipsos MORI or RFCA were treated in the same way as written submissions.

- 2.6.** The MOD also received a number of written submissions, referred to as white mail, separate to the official online response form. All submissions received up to and including 1 February 2013 formed part of the analysis. These submissions included:
- 2.6.1.** Eighteen employers who provided an organisational response to the consultation through written submissions. Some of these answered each question in turn, whilst others focussed on key themes or questions of specific interest.
 - 2.6.2.** Written submissions from nine individuals who wished to comment on specific elements of the consultation.
 - 2.6.3.** Thirteen qualitative events that were observed neither by Ipsos MORI nor the RFCA with three written observations of facilitators and other personnel present.
 - 2.6.4.** A survey conducted by The Federation of Small Businesses (FSB) of 1,836 members of their 'Voice of Small Business' Panel from 17 December 2012 to 3 January 2013. Respondents were asked whether they have been, or would consider being a reservist; about the attitudes of their business to employing reservists; their views on the impact of the FR20 proposition for greater mobilisation of reservists on their business and what notice of training would be needed; and what could incentivise them to employ reservists.
 - 2.6.5.** Thirteen submissions from trade bodies.
- 2.7.** Reasons for disagreement were generally categorised as structural reasons regarding the role of the Reserves, impact on employment of reservists and the impact on the businesses employing reservists.
- 2.8.** Whilst every effort was made to publicise the consultation paper to target audiences, it is inevitable that those more likely to consider themselves affected are more motivated to express their views. The findings cannot therefore be extrapolated to the overall populations of reservists, employers, regular members of the Armed Forces or other affected stakeholders.
- 2.9.** The following key applies to all charts:



Section 3 - Rebranding the TA

- 3.1.** The consultation paper proposed rebranding the Territorial Army (TA) to the 'Army Reserve' to better reflect the significant changes in its role and its integration into the Whole Force. The responses to this proposal are summarised below.

Q1. Given the changes we are proposing, do you agree that renaming the Territorial Army (TA) to 'Army Reserve' would better reflect the future roles and tasks of what is now the TA?

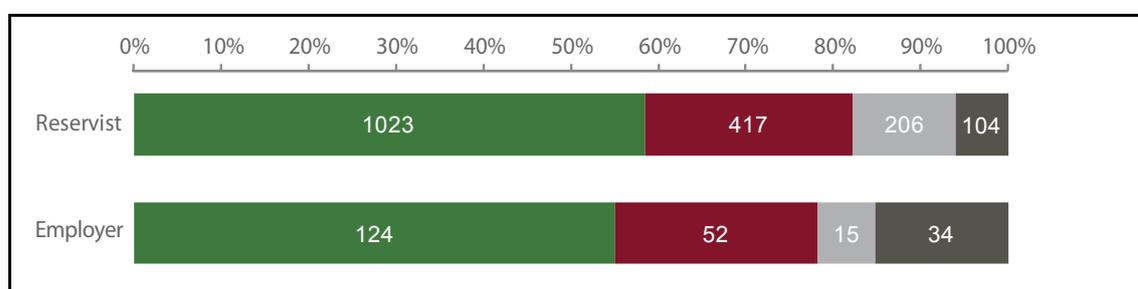


- 3.2.** Nearly two in five (38%) reservists, regulars and other stakeholders and 14% of employers elaborated on their answers. The most common reason across all audiences for supporting the proposal was the negative association that the TA has with some people, mentioned by 4% of reservists, 3% of regulars and 2% of other stakeholders.
- 3.3.** Among both reservists and other stakeholders, the main reason given for disagreement was that the public already know the established TA brand (4% and 7% respectively). Among regulars, the cost in terms of time or money was the most frequently mentioned objection (cited by 6%). However, some regulars also believed that the Army Reserves would still be known as the TA and provided positive comments about the existing TA brand (both cited by 3% of regulars).

Section 4 - Future Reserve legislative requirements

4.1. The consultation paper set out a number of areas where legislation may be required to build the effective Reserve Forces that we need. Specifically, the paper asked questions around extending mobilisation powers, how use of the Reserves should be authorised and whether reservists had been disadvantaged in the workplace on account of their reserve service. The responses to these questions are detailed below.

Q2. Do reservists and employers support the proposals to extend mobilisation powers to non-warfighting operations?



4.2. Reservists in the junior ranks and those who have been in less than one year were more likely to agree with the proposals to extend mobilisation powers to non-warfighting operations (65% and 68% compared with 58% on average). Officers and those who have served for thirteen years or more were the most likely to say they do not agree with the proposed changes (29% and 28% compared with 24% in total). Those reservists who were not ex-regulars were more likely to support the proposed changes (62%) compared with around half (52%) reservists who were ex-regulars.

4.3. The online survey asked why participants did not agree with the proposal (if applicable). Employment issues were the most frequently mentioned issue for reservists, (17%) compared with 13% of employers, while structural concerns were mentioned more frequently by employers (16% compared with 13% of reservists and others and 14% of regulars).

4.4. Reservists and regulars expressed the feeling that companies would not support the requirements (9% and 10% respectively) although those who had said they had been disadvantaged in the workplace (see Q14) were more likely to mention employment concerns than those who had not. Employers were more likely to mention the financial and logistical burden on their business (9%).

4.5. The key structural concern for employers, mentioned by 8%, is that non-warfighting operations are not a role for the Reserve Forces but should be covered by the Regular Forces. One in twenty reservists and other stakeholders (both 5%) also mention this, as do 3% of regulars.

Q3. Do you support the mobilisation of reservists on other overseas deployments and activities that fall short of operations? If not, what are the reasons for your views?



- 4.6.** Small and micro businesses were more likely to disagree with the proposed changes than the average of employer participants (47% compared with 30%). Public sector employers were more supportive of the proposal than those in the private sector (62% compared with 44%) with private sector employers more likely to disagree (39% compared with 15% of those in the public sector).
- 4.7.** The follow up question asked why participants disagreed with the proposal. Structural concerns were most frequently mentioned by all audiences. Within this category, issues raised largely mirrored the comments concerning the previous question. Others comments included references to: the inappropriateness of this role for reservists, the contention that mobilisation should be voluntary and creating an 'Army on the cheap'. One in ten (11%) employers had concerns about the cost and burden on their business.
- 4.8.** The single Service and employer workshops were both concerned that the extension of scope for mobilisation would mean more frequent mobilisations. Some took the 'one in five' mobilisation model to mean that they would definitely be mobilised once every five years – regardless of the need for a reservist unit.
- 4.9.** Some perceived war-fighting operations to have a certain amount of goodwill from many employers. However, for most employers the key concern was whether their employee would be absent from the business and for how long, with the reason for absence being a secondary issue.
- 4.10.** SMEs and larger employers were both concerned about taking specialist employees out of the workplace and felt that they were being made to 'pay twice to protect the country'.

Q6. Should all mobilisations require specific ministerial authorisation and immediate Parliamentary notification? Please give reasons for your answer.



- 4.11.** Reservists in the RNR and the RAuxAF were both more likely than those in the TA to feel that ministerial authorisation is not needed (49% and 48% respectively compared with 40%).
- 4.12.** Private sector employers were more likely than those working in the public sector to feel that ministerial authorisation is required (45% compared with 26% of those in the public sector).
- 4.13.** Of those who provided reasons in support of a requirement for ministerial authorisation, the most frequent remark was the need for democratic oversight and ministerial responsibility. Having safeguards or a thorough process in order to protect employers and families was also important across all stakeholder groups; (7% of reservists, 8% of employers and other stakeholder groups; 7% of reservists, 8% of employers and other stakeholders and 6% regulars). Ministerial authorisation was also felt to be more credible to employers, as this would highlight the importance of the mobilisation (7% of reservists and employers and 5% of regulars and other participants mentioned this).
- 4.14.** The most important reason for reservists who said ministerial authorisation should not be required was that responsibility and accountability should lie with the Service Commander or MOD (mentioned by 8% of reservists and regulars). Additionally one in seven (14%) regulars cited the need for a timely response.
- 4.15.** In groups and workshops the general feeling of both reservists and employers, even those who supported the requirement for ministerial authorisation, was that it should not necessarily be required in all cases. However, given the concern that some employers expressed over the nature of the proposals for the extended role of the Reserves, there was a desire to know that there was a clear business case for their deployment. Some employers felt that ministerial authorisation would mitigate concerns over inappropriate deployment.

Q14. For reservists, have you ever been disadvantaged in the civilian workplace on the basis of your reservist status?



- 4.16.** Those in the Army (49%) and Navy (46%) were more likely to say they had experienced workplace disadvantage than those in the RAF (32% compared with 46% overall). Those with thirteen years or more service were also more likely to say that they had experienced disadvantage than those who have served for four years or less (52% compared with 34%).
- 4.17.** Two in five (41%) provided examples of workplace disadvantage. One in seven (14%) said they were passed over for promotion, missed out on training opportunities and service limited their career progression. Nearly one in ten (9%) mentioned that their role in the Reserves limits job opportunities.
- 4.18.** A small number said they had lost their job because of their duties (3%) or on return from deployment (2%) or that their job role changed while they were deployed (3%).
- 4.19.** Women were more likely to say that being a reservist limits job opportunities (13% compared with 9% overall) and that they have had to take time off or use annual or unpaid leave for reservist duties (14% compared with 8% overall).
- 4.20.** The response received from qualitative feedback highlighted similar issues. Many described disadvantages such as missing overtime or using holidays for reserve duties. Some described more serious discrimination, such as losing a job due to reservist activities or deployment.

Q16. Would legislation be an effective measure to mitigate reservists being disadvantaged in a civilian workplace on the basis of their reserve status?

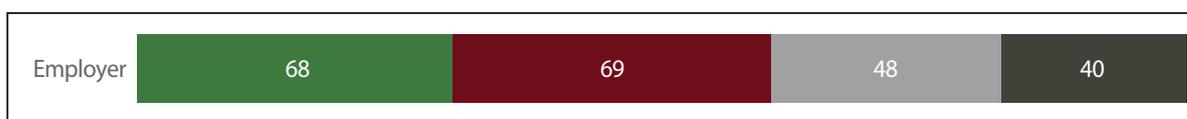


- 4.21.** Officers and those who had served as reservists for thirteen years or more were twice as likely to disagree compared with the junior ranks and those who have served for one year or less (21-22% compared to 10%).
- 4.22.** Some (18%) gave qualified responses where the most common suggestion was that reservist status should enjoy the same protection as discrimination due to gender, race, disability and maternity. All groups said legislation could cause employers to stop employing reservists (between 5 and 12% depending on the group). Also, 7% of reservists, employers and regulars felt that employers would circumvent or ignore any additional legislation. A similar proportion of employers (12%) said that legislation already exists or that there is too much legislation and red tape already.
- 4.23.** The qualitative feedback highlighted that reservists were, on the whole, more positive about the idea of legislation than employers, who felt that they were bound by enough employment legislation already and that measures which force companies' hands, or increase bureaucracy, tend to breed a compliance mindset, rather than one of cooperation. However some reservists were concerned that legislation could disturb the delicate balance that already exists between employers and reservists.

Section 5 - Ex-Regular Reserves

- 5.1.** The consultation paper proposed a number of changes to ex-regular reservists, who are former members of the Regular Forces who retain a liability to be called up for service. Specifically, the paper asked questions around formalising the limited liability for ex-regular reservists and how the MOD could remain in contact. The responses to these questions are detailed below.

Q7. Would a more formal but limited liability for regular reservists affect the attractiveness of regular service leavers to employers?



- 5.2.** More employers in the public sector thought attractiveness of ex-regular reservists would not be affected (39%) than those who thought it would be (22%). For private sector employers the converse was true: 26% to 33%. Moreover, 43% in the Defence sector said the attractiveness of ex-regular reservists would be affected, compared with 30% employer participants overall.
- 5.3.** Reasons for saying yes were more commonly cited than those for saying no. Absence and its impact on business was the most commonly cited reason by employers, regulars and other stakeholders (mentioned by 9%, 12% and 6% respectively). Whilst both sectors frequently mentioned the impact of absence, private sector employers were more likely to mention costs, compensation or financial incentives (6%, compared with 1% for public sector employers).
- 5.4.** In qualitative submissions and white mail responses there was some indication that employers were not necessarily aware that former regulars might currently have reservist liabilities. However they often stressed this was because they seek to employ the best person for the job, and regular reserve status would not be a factor. Some employers said that they particularly value the skills ex-regulars contribute to their organisations and would therefore not be discouraged from employing them.

Q8. For members of the Armed Forces, how could we better incentivise members of the Regular Reserve to maintain their contact details to allow efficient call out when necessary?

- 5.5.** Around one third of reservists (36%) mentioned an incentive. The most commonly cited incentives were financial, with one eighth (12%) mentioning money/cash/bounty and half that number (6%) mentioning either the need for a financial reward generally.
- 5.6.** Regular participants gave similar responses: two thirds (67%) suggested incentives and within this 'carrots' were more common than 'sticks'. The most frequently mentioned incentives were again bonuses (21%) and money/pay/cash /bounty (19%), whereas one in twelve (8%) mentioned penalising non-compliance and one in twenty five (4%) supporting compulsion or making it a legal requirement.
- 5.7.** Around one in ten reservists (9%) and one in eight regulars (12%) mentioned possible channels of communication. The most common of these were related to access to and

performance of Joint Personnel Administration (JPA), Defence Information Infrastructure (DII) including access from home which was mentioned by 4% of participants from both audiences. Participants were more likely to cite online contact media and email than telephone or postal.

- 5.8.** One third of reservists (31%) and two fifths of regulars (43%) provided other comments on the issue of keeping in touch, in particular the need for annual action to maintain contact (10% of regulars mentioned this, as did 7% of reservists). A similar number of regulars (9%) said that many regular leavers are disillusioned with the service, suggesting they may not want contact to be maintained although reservists were less likely to mention this.
- 5.9.** During the workshops it was suggested that people leaving the military might be disillusioned and hence the current practice of attempting to maintain contact immediately after an individual leaves the Regular Forces may not be the most efficient practice. After a longer period (six months or one year) service leavers may come to miss elements of military life and therefore that would be an ideal time to re-engage them.

Section 6 - Sponsored Reserves

- 6.1. Sponsored reserves are members of a civilian workforce who are required to join the volunteer or ex-regular reserves as a condition of a contract which their civilian employer has entered into with the MOD to provide a capability under normal conditions as well as on operations. The consultation paper sought views on the capabilities employers have, which they may transfer to the MOD through sponsored reservists, and on the benefits and disadvantages of employing sponsored rather than volunteer reservists.**

Q10. What capabilities do employers have which may be transferable to MOD through reservists (most likely, but not limited to, sponsored reservists)?

- 6.2.** As there are only around eight companies currently employing sponsored reservists, most employers will not have had direct experience of employing these reservists. It is possible, therefore, that many of the employers were responding with regard to volunteer reservists, rather than to sponsored reservists specifically.
- 6.3.** Around three in ten (31%) employers mentioned specific skills they feel are transferable from themselves to the MOD through reservists. The two niche areas from which the MOD currently recruits (IT, Cyber and telecommunications, and health, medical and nursing care) were frequently mentioned across all stakeholder types.
- 6.4.** Around one in ten (9%) employers said they feel logistics, procurement, resourcing or planning are key areas in which they transfer skills to the MOD through reservists.
- 6.5.** Other specific skills mentioned by employers included engineering (6%), management (7%) and driving, transport and mechanics (5%).
- 6.6.** Defence sector employers were more likely than employer participants overall to mention IT, Cyber and communications skills (26% to 10%) and were more likely to say that employers are able to offer specialist or niche skills (28% to 10%).
- 6.7.** Qualitative submissions largely matched the comments provided in the online survey.

Q11. From an employer's perspective, what are the perceived advantages and disadvantages of employing sponsored rather than volunteer reservists?

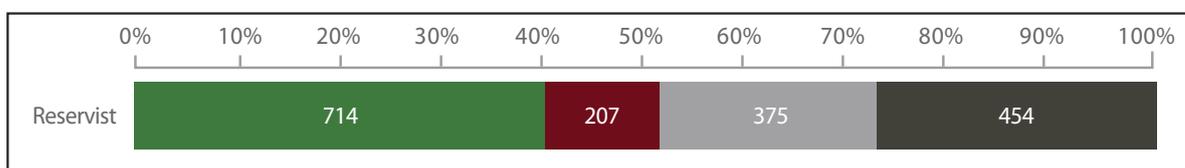
- 6.8.** The response form for this question was split into two boxes: advantages and disadvantages. This section discusses the comments which were typed into the advantages box. Just over a third (36%) of employers wrote a response in the advantages response box. Just over a quarter (27%) listed the advantages of employing sponsored reservists rather than volunteer reservists.
- 6.9.** The most frequently mentioned advantages were clarity, control, understanding or planning (14%), that the employee gains skills or training paid for by the Government (9%) and the quality of worker (9%). Some (4%) said that an advantage was links to Government or MOD contracts, and the same proportion said that they get a happy, motivated and/or enthusiastic employee. 3% of employers mentioned the money or financial incentives, and 2% said that it means less time away or absence from the business.

- 6.10.** Those in the Defence sector were more likely to mention a range of different advantages compared to those outside of the Defence sector, including links to Government or MOD contracts (11% compared with 3% of non-defence sector employers). This was in addition to clarity, control, understanding and planning (32% compared with 10%).
- 6.11.** Around a quarter of employers provided disadvantages of employing sponsored reservists rather than volunteer reservists. Absence from work was the most mentioned disadvantage (9%), with 8% mentioning lost productivity, cost or profitability. Other mentions were loss of key staff and skills (6%), the commitment required (6%), lack of control over staff attendance and limitations on recruitment (both 4%).
- 6.12.** Several companies with experience of employing sponsored reservists were able to discuss the advantages and disadvantages in some detail. However, even among larger companies with a close relationship with the MOD there was some confusion with regard to policies for sponsored reservists.
- 6.13.** In qualitative submissions sponsored reservists were seen to be more predictable in their role and have a greater degree of clarity around the requirements from the employer and from the MOD on their time. However another employer found the disjoint between sponsored reservist employees and employees who worked as contractors to the MOD difficult to manage. Before deployment they found that allowing sponsored reservists additional time for military training and paying them more for doing the same job caused friction.

Section 7 - TACOS and future training

7.1. The consultation paper outlined a revised proposition for reservists. This set out what reservists could expect in terms of pay and training. The paper asked for reservists' views on the revised proposition, the notice reservists consider reasonable for training and on how training will be conducted in the future. The response is summarised below.

Q29. For reservists, do you agree with our revised proposition (as set out in more detail in Annex F) for reservists? What aspects of this would you modify?



7.2. Maritime reservists were more likely than those in the Army or the RAuxAF to say that they agreed with the revised proposition (51% compared with 39% of Army Reserves and 41% of RAF Reserves).

7.3. Three in ten (30%) reservists commented on the question and 21% offered thoughts on potential modifications. Pensions were most frequently mentioned (6%), with the same proportion mentioning education, learning, training or gaining skills. A similar number (5%) wanted to see the proposition modified in terms of pay, money or bonuses or changes to the medical, dental and mental health terms (also 5%).

7.4. One in seven (14%) reservists made other comments in response to the question, with 4% saying the revised proposition lacked detail and was too vague. Some (3%) mentioned recruitment and retention.

7.5. In other submissions and workshops many reservists felt that they were being asked to behave more like regulars, and that this should be reflected in the way that they are treated. Some reservists were concerned that the proposition only enhanced the feeling that Defence was trying to increase capability of the Regular Forces on a budget, and there was real concern that the result of this would be lower numbers volunteering to join the Reserves. There were also concerns with regard to the increased emphasis on compulsion and both reservists and employers wanted to see less mandatory elements and more reliance on negotiation. Many reservists felt that there was a false assumption that everyone wants promotions or to move around.

7.6. However, some reservists agreed with the revised proposition and felt that the proposition offered a greater degree of professionalism for reservists, and thus removed barriers between themselves and the regulars. They saw this as a chance to be trained to a common capability. One Navy Reserve focus group struggled to recognise the change between their current reserve experience and the FR20 proposition. They felt that they were already integrated with regulars, trained with regulars and had access to current equipment.

Q5. For reservists, what notice of training would be considered reasonable? How could attendance be incentivised? Please provide your answer with an explanation.

7.7. This question was aimed at reservists, of whom 83% answered the question.

NOTICE	1100 ² (63%)
As much as possible	6%
1 - 14 days	2%
2 - 4 weeks	4%
1 - 3 months	21%
3 - 6 months	17%
6 months or more	20%
No changes / limit changes (once notice of deployment has been issued)	4%
No changes to current system / current notice is sufficient	3%

7.8. Those in the RNR were more likely to say that they would like one to three months notice of training (30% compared with 21% of all reservist participants).

7.9. Just over six in ten (61%) indicated how they thought reservists could be incentivised to train. Pay and bounty payments proved most popular (selected by 19% of participants). Other selections selected by over one in ten reservists included minimising the impact on the employer (17%), well-resourced training (16%), and linking training to promotion/ bounty (11%).

7.10. Around half (49%) responded to this question with other comments, with the most frequent remark being that an annual or six monthly training calendar should be provided (13%), with one in ten (10%) mentioning difficulty in acquiring time off and/or problems with absence from work or holidays.

7.11. Qualitative submissions reflected this as most reservists said that the key motivator for training currently is to gain bounty, and that this would continue to be a large incentive. Good quality well-resourced training, with adequate personnel to conduct the training was also key to incentivising reservists to attend.

7.12. There were, however some reservists who felt that training should not need to be incentivised. They felt that additional incentives to complete training would attract people for the wrong reasons, and who lack commitment to the reservist role.

² Note that multiple selections by participants was possible.

Q30a. For current and potential reservists, how do you view the proposed training regime, in particular the requirements to complete a) stipulated levels and duration of training b) to attend specific training events?

- 7.13.** Most reservists (61%) answered this question and 30% gave an opinion, with 23% expressing approval and 1% expressing disapproval.
- 7.14.** A fifth of reservists (20%) offered comments on training. 5% of reservists commented on or disagreed with the timeframe given for training, but 4% percent said that they think more training is needed.
- 7.15.** Just over a quarter (27%) of reservists made other comments. Some said there is no need to change the training regime, as it works well at the moment or won't make a difference (5%), some also commented on: the need for advance notice and clear information on scheduling (4%); the need for flexibility and balance; funding, resources, pay and bounty, and the need for alignment and integration with the regulars (all 3%).
- 7.16.** One in ten (11%) reservists said that they agreed with the requirement to attend specific training events but there were a greater number of reservists commenting on life outside the Forces with relation to the requirement to attend specific training events, with this mentioned by 16% of reservists. Around one in 20 (6%) said that they need more choice, more availability on courses or more opportunity to attend on different days, with a similar proportion (5%) saying training should be relevant and of good quality.
- 7.17.** There was a degree of tension among reservists in the workshops as to the proposed training regime and training in general. Whilst it was recognised that the Reserves need to be well trained and that a certain commitment is needed in order to achieve this, it was also a burden for many to fit into already busy lives.
- 7.18.** There was also a certain amount of scepticism as to how compulsory training would work in practice. Many pointed out that training is supposed to be mandatory for certain sessions under the current system, but that this is not enforced. Given the competing demands on a reservists' time, they were unsure as to how this could be enforced, particularly when employment needs will have to be prioritised ahead of reservist training for the majority of reservists. The main caveat to compulsory training weekends was the need for the MOD to offer some flexibility, even within mandatory dates, to ensure that if reservists cannot make a particular date there is still the opportunity for them to complete the training on another occasion.
- 7.19.** However, almost all were happy to commit to a greater number sensibly organised, and sometimes compulsory weekends, as long as there is the need to do so. They wanted to see the MOD exploring innovative learning solutions for training, such as online courses that reservists would be able to access from home.

Section 8 - Relationships with employers

- 8.1. The consultation paper recognised the vital impact of employers on reservists' relationship with the MOD. In particular, the consultation invited views from employers on the proposed improved open and sustainable relationship between employers and Defence, along with their views on a new way of managing and the type of support needed to maintain this relationship. Employers were also asked to comment on a variety of other issues including the proposed training regime, legislation, how they could best support the reservist and how their business could maximise the benefit from their reservist employee.**

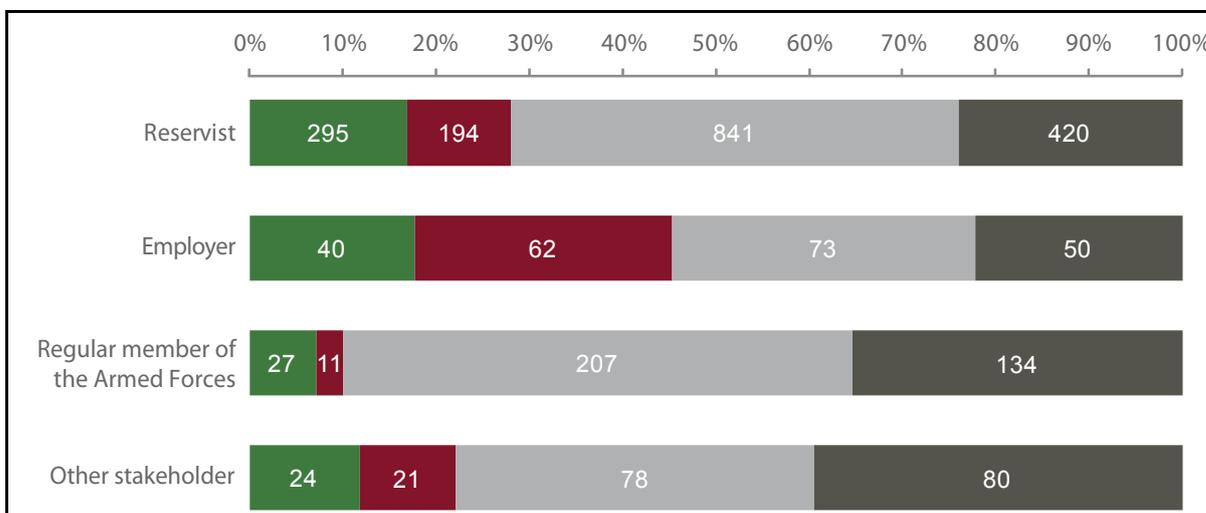
Q4. For employers, how significant would the proposed changes to reservist training be? What approach would best assist employers in managing any impact on their business? How much warning would an employer reasonable need to mitigate any impact?

- 8.2.** This question was aimed at employers, of whom 88% provided a response.
- 8.3.** Slightly under three in ten (28%) commented on the level of significance and of those most said that it would be very significant (7%) or significant (12%).
- 8.4.** Fundamentally there was a concern among employers that the proposed changes to the reservist training programme may result in more absence from work, and thus there was some resistance to this idea. There were some specific concerns that if reservists are using annual leave in order to cover training weekends and annual camp, they would not get the proper benefit from annual leave and therefore would not be properly rested for work.
- 8.5.** Two thirds (66%) commented on a reasonable amount of warning for training. Of these the most frequent mention in terms of warning is three-six months, mentioned by a fifth (22%), with a similar proportion (21%) saying that they need enough warning so that they can plan cover.
- 8.6.** Some companies flagged the necessity of advance notice even for weekend training, as these are the more difficult shifts to cover. Arranging suitable leave and cover was considered to be the reservist's responsibility. The idea of mandated training was also a concern to some employers; while they were happy to accept that it was mandatory for reservists to attend the training, it felt to some like employers were being mandated to release their employees, which they were less comfortable with.
- 8.7.** Just over two in five (44%) had comments on the approach in general. The most frequent remark, by 20%, was clear and enhanced communication. Around one in ten also wanted some compensation or financial support (13%), some flexibility (10%) and required a system that would understand both employers and reservists needs (9%).
- 8.8.** In qualitative submissions, employers said they would like to see a list of training dates published in advance and subsequently made available to employers. An annual training calendar was considered to be preferable, even if dates could only be firmed up three months in advance, as this would allow employers to plan around absences

from the workplace. Moreover, employers said that the MOD then had to commit to the published dates, with no short-notice cancellations or rearrangements which caused employers problems.

- 8.9.** Just under six in ten (56%) made other comments. One in five (20%) employers highlighted the need to take into account the impact on the business from the loss of key personnel or experienced staff, with a similar proportion mentioning that this would depend on the nature of deployment (17%) and that the financial impact on the business needs to be taken into account (16%). Around one in ten say that the approach to mitigating the impact of training will depend on the job role of the reservist (12%), and that disruption in the workplace and the impact on other staff needs to be taken into account (8%).
- 8.10.** There were considered to be particular challenges for some specific industry sectors. The proposed changes to reservists' training were flagged as a particular issue for SMEs by the FSB poll. Uniformed public services felt that some of their employees may require more flexibility in the way they are mandated to attend training, in order to avoid peak stretch periods. Defence contractors, who may have a larger number of reservists clustered in specialist teams, were concerned that mandated unit-based training would potentially deprive them of that expertise and would create significant challenges, even if the training is relatively short.

Q9. Are there existing MOD (or other Government Department) policies, or UK or European Union (EU) legislation that are preventing employers from taking a more proactive approach to the employment of reservists?



- 8.11.** A quarter (25%) of employers provided views on policies which may stop the proactive employment of reservists. This included one in ten (10%) employers who said that there were no policies causing a barrier to proactive employment that they were aware of. Around one in 20 mentioned UK employment policies in general (5%) and EU employment regulations in general (4%) with very few naming specific policies or legislation.
- 8.12.** In qualitative submissions employers found the current systems related to employing reservists to be a burden, but mentioned few specific legislative barriers.

- 8.13.** Some made specific comments relating to the Working Time Directive (WTD), as some employers said they had a problem with the fact that employees accrue leave for the duration of their employment contract, even while deployed. This has led to some employers dismissing and then re-engaging reservists so that their employment contract starts from year zero when they return from deployment.

Q12. Do employers agree that our vision for improving and managing the relationship between Defence and employers is appropriate to set the conditions for an open and sustainable relationship?



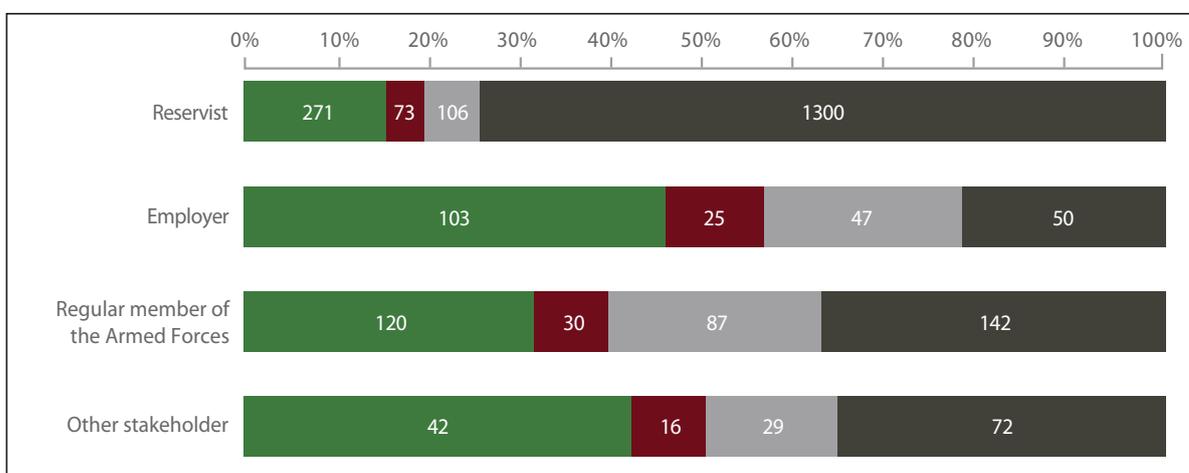
- 8.14.** Public sector employers were more likely than private sector employers to agree (74% compared with 60%). Small employers on the other hand, were the most likely to disagree (30% compared with 16% in total).

- 8.15.** For the 24% who gave conditions for their support, some said that there needs to be mutual benefit or open and transparent communication (both 7%), while 5% said the relationship needs to be supported or organised at a regional or local level.

- 8.16.** The 26% who gave reasons for a negative response cited the need for greater communication and awareness and the need to see more details before committing (5-6%).

- 8.17.** In other submissions employers said they would be more receptive to being approached in their own language with a clear indication of how proposals will benefit the business. There was also a feeling among smaller companies that the vision was targeted at larger employers. Although a single point of contact was highly valued, employers were concerned about whether the MOD, and Support for Britain's Reservists and Employers (SaBRE) in particular, would be able to fully resource the new vision.

Q13. Would a National Relationship Management Scheme (NRMS) be helpful in improving Defence's relationship with large employers?



- 8.18.** Very large employers were more likely to think a NRMS would be useful, with 69% agreeing compared with 10% of small employers (although many small employers were not negative).
- 8.19.** A quarter of employers (26%) provided reasons why they thought a NRMS would be helpful, with the most frequent remark being that it would ensure improved and more consistent communication between Defence and employers (18%).
- 8.20.** Around one in eight (13%) provided reasons why they did not feel the scheme would be helpful. The most frequent mentions were that it will create more red tape and bureaucracy, red tape and complexity and that the scheme needs to be local rather than national (both 3%).
- 8.21.** In other submissions and in addition to reasons already mentioned there was appetite, particularly among larger employers, for a NRMS, because it could allow large companies to have a 'whole business' picture of the costs and benefits of reservists for companies that do not currently record such information.
- 8.22.** However, employers wanted to ensure that, should a strong national relationship exist, all efforts would be made to ensure a strong local relationship is also in place. SMEs were keen to see communications tailored to all sizes of business.

Q17. Should we expect all public sector employers to provide the level of support to reservists that the Civil Service has recently committed to?



- 8.23.** Public sector organisations were more likely to say that they should not be asked to sign up to provide the same level of support for reservists as the Civil Service; a third (32%) of public sector respondents felt this way compared to 15% of those in the private sector.
- 8.24.** The most frequent reason in favour of more public sector support was that this would set a good example, and would demonstrate to private companies the expected level of support.
- 8.25.** Employers most frequently mentioned that circumstances vary and that there is no one solution for all in terms of support provided (8%). Just over 6% of employers said it would depend on the size and sector of the organisation.

- 8.26.** Public sector employers were more likely to say that they would not support the proposal as circumstances vary and that a single solution does not exist (18% compared with 8% overall).
- 8.27.** In other submissions reservists were positive about expecting the public sector to provide a commitment to support reservists in the same way as the Civil Service. Public sector employers were less supportive of the idea, as they felt that there were specific issues that should be considered. Many felt that they already provided a similar level of support to that provided by the Civil Service or were reluctant to have more duties imposed on them.

Q18. What more could be done to make the reserve service attractive to the self-employed?

- 8.28.** The most frequent remark across all stakeholder groups was money or financial benefit. Other remarks include offering training and qualifications, help and support with business planning and management and flexibility of service requirement, such as part-time mobilisation.
- 8.29.** Self-employed reservists felt that shorter tours would help as it would be easier to maintain their client base if they were away for three months rather than six months. They also wanted protection of their income and better communications of the options available to them in terms of what they are entitled to when deployed.
- 8.30.** A key driver to attracting the self-employed to the Reserves was thought to be offering good and accredited training opportunities. This was perceived to be more of an incentive for those who would otherwise have to fund such training themselves, than to those who already receive training in their civilian workplace.

Q20. What type and level of support is required for employers in order to minimise any impact of the absence of their reservist employees? How should this vary for a) large employers? b) medium employers? c) small employers? d) micro businesses? e) self-employed?

- 8.31.** Among tangible support employers would like to see offered, financial compensation was the most frequent suggestion for large employers, with almost a fifth (18%) saying this, compared with around one in six (15%) who thought this would be important for small employers and around one in ten who mentioned it with respect to medium employers (9%) or micro businesses (12%).
- 8.32.** For medium employers, small employers, micro businesses and the self-employed, the need for relationship or career managers was mentioned most frequently. It was mentioned in regard to around a quarter of small, (24%), micro (26%) and self-employed (24%) businesses and around a fifth of medium employers (17%).
- 8.33.** Other suggestions included: help recruiting and replacing lost staff, increased and better communication between the MOD and employers, help with the cost of training and skills and help with contractual issues and reservist-related administration.
- 8.34.** The most frequently mentioned intangible benefit was a desire to see more kudos and more recognition for reservist friendly employers; this was considered most important for larger employers (2%) with less than 1% of employers feeling this would be helpful for micro businesses.
- 8.35.** The notice period for absence was the most frequently mentioned structural issue, with a fifth (20%) saying that more notice was needed for larger employers, around one in ten

(9%) for medium and small businesses and 4% for micro businesses. In the qualitative workshops, moreover, employers often commented that small businesses might have less resilience to short notice deployments.

- 8.36.** In other submissions employers made clear that they wanted mobilisation to be cost neutral for them with sufficient advance warning to enable them to plan effectively for their business. Some felt that the current financial compensation did not offset the full cost of recruiting, employing and training a replacement, and potentially retraining the reservist on return.

Q21. How could we factor in different civilian employment options into reserve service to take account of a) large employers? b) medium employers? c) small employers? d) micro businesses? e) self-employed?

- 8.37.** Some participants found the question difficult to answer, and said that they had not understood the question.
- 8.38.** The most frequent suggestions (almost all with regard to large employers) were: increased communication and engagement, improved notice periods and contracts, improved TACOS and employment terms and made reference to cost, training and skills.
- 8.39.** There was cautious positivity among the few who commented around the options proposed by the MOD, with job shares, sabbaticals and annualised hours all considered possibilities alongside specific secondments that would benefit the employer.

Q23. Do you agree with the assessment of the potential value and benefits that members of the Reserve Forces bring to their organisation?



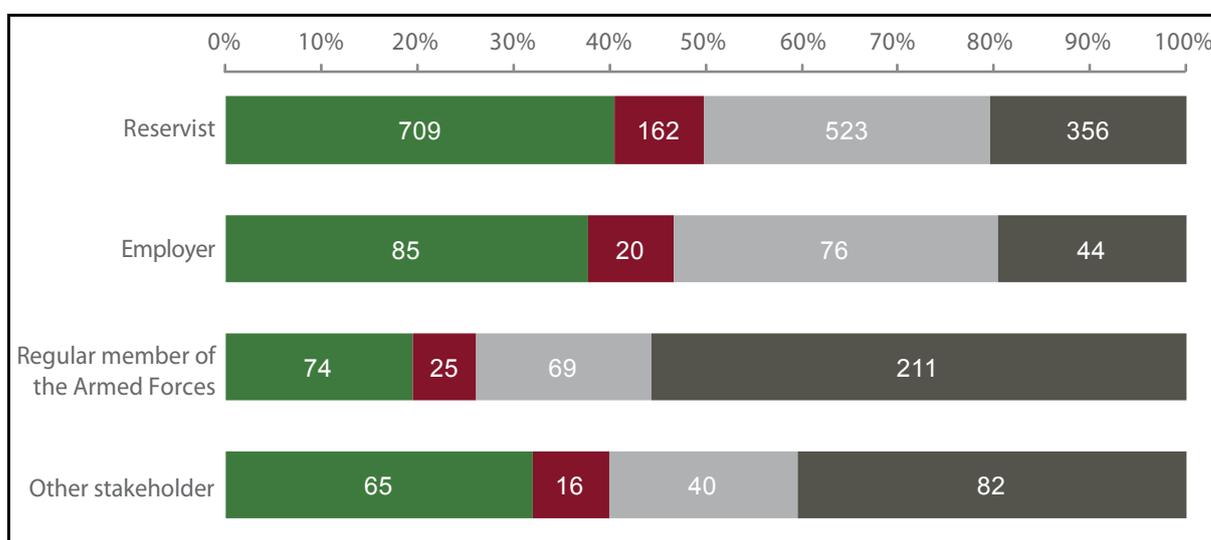
- 8.40.** Those in the public sector were more likely than those in the private sector to say that they agreed with the assessment of benefit of reservist employees (82% compared with 64%), with a fifth (22%) of those in the private sector saying that they disagreed (compared with 5% of public sector employers).

- 8.41.** Some employers and reservists felt that the skills of reservists are not relevant or of benefit to employers as they are not transferable, however others said that employers do not recognise or perceive the skills benefit and are more concerned about absences from work. Some also commented that Reserve Forces overstate their quality, efficiency and desirability and that the costs of employing a reservist outweigh the benefits.
- 8.42.** In other submissions many employers felt that there were benefits, but that these were not being 'sold' to them, either by the reservist or by the MOD. However some mentioned reservists' beneficial 'soft skills' in team working and problem. Particular sectors were identified as benefitting more than others. Defence contractors particularly appreciate the benefits that their reservists bring to the workplace; and NHS staff bring back different valuable experience of care from deployment, such as trauma medicine.

Section 9 - Charter, Covenant and Kitemark

9.1. The consultation paper identified some potential employer recognition schemes and sought feedback as to whether these would be of interest to employers. These include a voluntary employer charter, to set out the employer’s commitment to their reservist and to set the tone of the HR policies internally. Also proposed was a ‘Kitemark’ type scheme to recognise publically the contribution that some employers make in supporting the Reserves.

Q15. If an employer charter for reserve service was introduced, would this result in a positive, negative or neutral contribution in the development of a supportive working environment for reservists and reserve service, and why?



9.2. The most frequently made comment was that an employer charter could enhance employer understanding of the reservist role and the issues faced by reservists (employers 12%; reservists 7%; regulars and others 5%). Around one in 20 participants suggested the charter could serve to enhance the rights and status of reservists in relation to other employees (5-6%), and that it would incentivise and/or offer a clear benefit to employees (4-5%). Some (around 7%) also requested more detail before forming an opinion.

9.3. Others commented on the perceived burden it would have on a business, or described it as a further deterrent to firms employing reservists, and the need for it to be underpinned with legislation. Some saw it as having no chance of having a tangible impact.

9.4. In other submissions reservists saw that it would be helpful to have a consistent message 'from the top'.

9.5. A key criticism of the charter as proposed in Annex C of the consultation document was the emphasis on employer obligations without an equal focus on the MOD and the reservist. Those who mentioned this said that the charter would need to be drafted in consultation with employers. Some suggested it would be better to incorporate support of reserve service into existing and credible 'Kitemarks' such as Investors in People or ISO 9000.

Q15a. What other measures would you suggest to achieve an employer environment that is supportive of reservists and the reserve service?

9.6. Most comments were 'carrots' (reservists 40%; employers 32%; regulars 29%; other stakeholders 24%). The top four suggestions were financial compensation or reward; tax or national insurance breaks; skills, training or qualifications; and kudos or recognition.

9.7. Fewer comments were 'sticks' (reservists 9%; employers 5%; regulars 6%; other stakeholders 4%). The two with most support were legislating for reservist's employment rights or other legislated, statutory compulsion (mentioned by 7% and 3% of reservists respectively).

9.8. A range of communications focused suggestions were made (reservists 29%; employers 29%; regulars 17%; other stakeholders 23%). The main communications strategies suggested were educating employers about the reservist role and benefits they can bring to the business; better engagement, interaction or interface with employers; simpler or clearer communication and better administration; and awareness events or experiences for employers. A key request from employers specifically (mentioned by 9%), was for communications to support an intelligent mobilisation process, involving more liaison and an adequate notice period.

Q22. Would our proposed tiered 'Kitemark' type scheme provide meaningful recognition to supportive employers? If not, what other options might you propose, and how might these differ for a) large employers? b) medium employers? c) small employers? d) micro businesses? e) self-employed?



- 9.9.** Very large and large employers were more likely to approve of the proposed tiered 'Kitemark' type scheme (51% and 52% respectively, compared with 17% small employers). About half of those who made comments about the Kitemark with respect to large firms (7%) remarked that such a scheme would lack credibility, or be of no or even negative value.
- 9.10.** In other submissions and as with the discussion around an employer charter, support from employers was conditional on there being no cost or disadvantage. Further, some employers wanted an in-built incentive for seeking Kitemark status, such as an advantage in the procurement process or other tangible benefit such as a tax break or apprenticeship funding in order to make the process worthwhile. Some suggested changing the terms of an existing industry standard (such as a British Standards Institution or International Standards Organization standard) as an alternative to the proposed Kitemark scheme.
- 9.11.** Some participants noted other potential disadvantages including the observation that not all companies would benefit from advertising a close relationship with the Armed Forces.

Section 10 - Skills Development

- 10.1.** The consultation paper recognised that skills achieved by individual reservists, whether personal effectiveness or specific qualification can be of direct benefit to employers. The paper also invited views on the proposals to increase the relevance of military training within the Reserves to civilian employment and to ascertain the appetite among employers for feedback on the performance of their reservists, or for the reintroduction of employer awareness days.

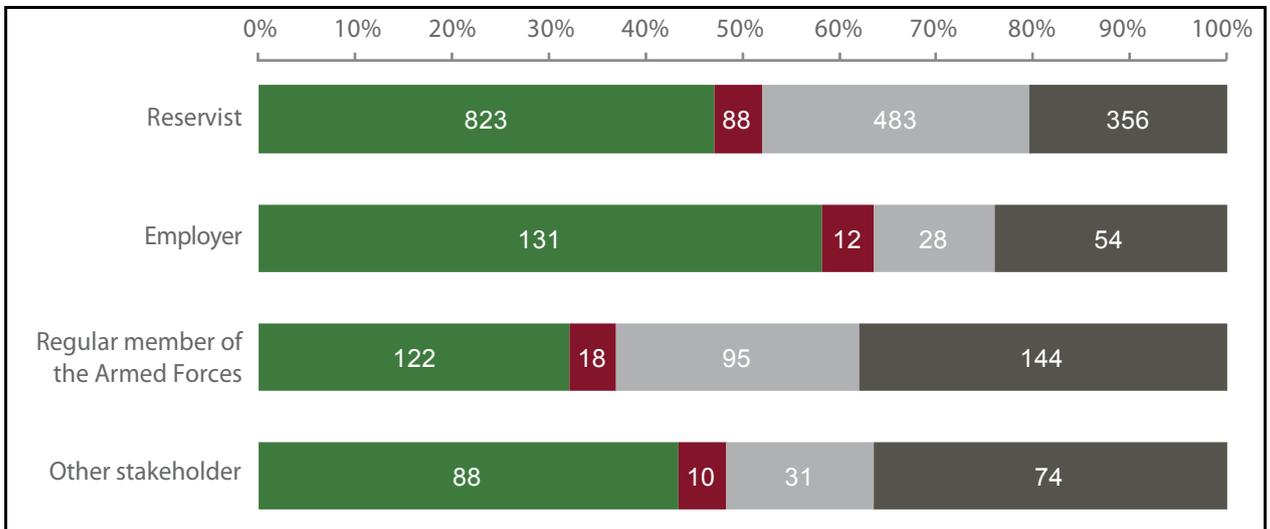
Q19. What more could be done to make the reserve service attractive to the unemployed?

- 10.2.** About one in four (23%) reservists commented. The most common suggestion was retaining or increasing state benefits (11%). 6% suggested offering education, training for accredited qualifications and/or training transferable/trade skills. 3% mentioned financial incentives or better pay, and the same proportion proposed access to career planning support or links to work experience or an apprenticeship to aid employment.
- 10.3.** Just under half (46%) of employers commented. One in five (20%) suggested offering education, training for accredited qualifications or transferable/trade skills, while half as many (11%) suggested retaining or increasing state benefits. 9% felt that advertising, marketing, publicity or better communication aimed at this target group would help. Similar proportions mentioned financial incentives or better pay (8%) and access to career planning support, links to work experience or an apprenticeship (7%).
- 10.4.** Over half (58%) of the regulars who responded to the consultation gave a response to this question. As with employers, the largest proportion (17%) favoured education, training for accredited qualifications or transferable/trade skills, while slightly fewer (14%) suggested retaining or increasing state benefits. Around one in ten mentioned financial incentives or better pay (11%) and access to career planning support, links to work experience or an apprenticeship (9%).
- 10.5.** Over half (57%) of other stakeholders who responded to the consultation mentioned similar priorities to those identified by the other groups. The highest proportion suggested retaining or increasing state benefits (17%) with 12% mentioning education, training for accredited qualifications or transferable/trade skills. Around one in twelve noted advertising, marketing, publicity or better communication (8%) would help, or financial incentives or better pay (7%). 6% proposed access to career planning support or links to work experience or an apprenticeship to aid employment.
- 10.6.** Of the eight white mail responses that covered this issue, five suggested ways to provide a clearer link between engagement in the Reserves and career and/or personal development opportunities. In addition to training pathways, it was felt important to publicise the benefits of joining the Reserves and to engage with the support agencies that are contracted to help unemployed people back into work.

Q24. To what extent would accredited reservist training be of value to a) large employers? b) medium employers? c) small employers? d) micro businesses? e) self-employed? What specific competencies would be considered to be particularly attractive?

- 10.7. 'Leadership' was a competency that was frequently mentioned. Most responses related to its perceived value to large employers (16%) and, to a lesser extent, medium sized employers (4%).
- 10.8. Communications, linguistics or media were also seen as valuable competencies; 7% mention this in relation to large employers, and again 1% or 2% across other business sizes.
- 10.9. Other comments relating to large employers (from 5% or more of participants) cover competencies including management (8%), transferable/employability skills (7%), teamwork (6%), specialist training/knowledge (5%), and personal development (5%).
- 10.10. Help to find employment, CV enhancement or career advice was suggested by 3% of participants relating to unemployed people – the highest response for this question.
- 10.11. However, participants emphasised the need to ensure any such accreditation is relevant and transferable to civilian employers. Relevance and transferability is seen as a function of several attributes; including but not limited to high standards of training.
- 10.12. The general view from other feedback is that accreditation is of more value to large employers, since smaller businesses tend to recruit people who are already proven in their field and self employed individuals are generally established and competent in what they do.

Q25. Would employers, potential reservists and higher education establishments support closer relationships between graduate training schemes and reservist training for students?



- 10.13. Employers in the Defence sector, large employers and those who were familiar with reservists were more likely to express support (81% in the Defence sector, 68% large employers and 61% who were familiar with reservists compared with 44% of those who are not familiar with reservists).

- 10.14.** Although the majority of participants did not provide comments the most frequently mentioned criteria for support raised by employers included the need for recognised qualifications; quality training and skills; mutual benefit; education, further education and training; costs and funding (all reasons attracting 3-4% support). Other comments included the funding or financial support available to pay fees, a need for the benefits to be well communicated and its perceived relevance to the sector, industry or role and a concern about whether students becoming reservists would impact on their ability to study.
- 10.15.** In general it was felt that this type of scheme would be of most benefit to large employers who have existing graduate training schemes. Moreover, further and higher education providers said the benefit to the MOD of this approach would need to be balanced against the inability to mobilise while studying.
- 10.16.** Despite the overall positive attitude, many employers qualified their response and some were unconvinced on the benefits of the proposal. They said it would be important for any such scheme to offer relevant training to the student which, in turn, is clearly linked to their career pathway and identified business needs.

Q26. Would employers support close relationships with the MOD through apprenticeship schemes? What scope do you see in incorporating relevant accredited skills and experience gained through reserve service within company apprenticeship schemes? What would these schemes look like?



- 10.17.** Some employers commented on the alignment of accreditation and training, and the quality and relevance of skills gained (both 7%). Others addressed issues such as variation between different industries, sectors, professions etc, MOD sponsored apprenticeships in the civil sector, and concerns about bureaucracy and limited scope (all 2%).
- 10.18.** In the main, employers and other stakeholders taking part in discussion sessions could see some potential benefits of close relationships with the MOD through apprenticeship schemes but views differed from employer to employer. For example, one group of SME employers thought closer alignment through apprenticeship schemes would be of 'limited relevance', while other SME employers thought this offered 'a very tangible benefit'.
- 10.19.** Concerns related to the generally high drop-out rate of apprentices, and the related issue of retention in the Reserves. Similarly, some were concerned that a valuable apprentice would be mobilised once trained.
- 10.20.** Defence contractors in particular welcomed this proposal and were keen to offer support, although a range of employers and stakeholder organisations said they would want to be involved in the design and decision making process for a shared apprenticeship scheme.

Q27. How beneficial would a) large employers b) medium employers c) small employers d) micro businesses find feedback from Defence on a reservist following deployment on an annual basis?

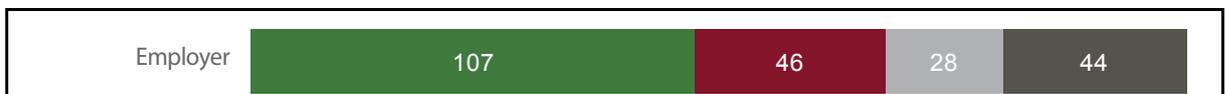
- 10.21. Most parts of the question had a very small number of responses. Key reasons for perceiving a benefit to employers included mentions of skills, training and experience, providing a complete picture of the employee via feedback/appraisal, enhancing employer involvement, and better understanding of the reservist role and requirements. However, some participants qualified their support by suggesting that it would depend on the quality of feedback and delivery, and on the relevance of the reservist role to the employer.
- 10.22. Several employer groups were enthusiastic about being informed of key competencies and skills, details of what an employee has done during mobilisation, and any qualifications gained. However, there was some reluctance to have performance feedback, which was thought to be potentially detrimental to the individual's civilian employment.
- 10.23. Although helpful to record their experiences and achievements over this period, employers said it would be particularly beneficial to be told of any emotional well-being and health issues that may have arisen. It was recognised that such disclosure would require appropriate employee consent.

Q28. Would employers attend, or to send key staff on, regionally based employer awareness schemes?



- 10.24. Very large employers were more likely to answer yes to this question (74% compared with 59% in total and 40% of micro employers). Non-Defence sector employers were more likely to say they would not attend (20% compared with 6% in the Defence sector).

Q28a. Would their attendance be significantly influenced by the opportunity to gain civilian accredited leadership and team building experience?



- 10.25. Large employers and public sector employers were more likely to say they would be significantly influenced (57% of large employer and 59% of public sector employers compared with 48% in total and 30% of small employers).

Section 11 - Welfare, health and family support

- 11.1. The consultation paper set out the proposals for a revised relationship with families and with wider society. More specifically, the paper asked how welfare arrangements for reservists and their families could be made more appropriate. These suggestions are summarised below.**

Q31a. What other measures could we use to ensure reservists and their families are provided with appropriate health, welfare and mental health support, particularly after an operational deployment?

- 11.2.** Both reservists and those with family in the Armed Forces mentioned greater inclusion of family and dependents (12% and 15% of consultation participants respectively). Alignment with the Regular Army was also mentioned by 11% of regulars and reservists and 15% of family. Health care, dental care and mental health care were frequently mentioned by all stakeholder groups.
- 11.3.** Some mentioned better communication and more frequent updates (10% of families and 5% of reservists). Check-ups or counselling, better support and welfare in general and better access to support and welfare services were also suggested.
- 11.4.** Those who have been in the Reserves for 13 years or more were more likely to mention the need for greater involvement of family and dependents (15% compared with 7% of those with less than one year of service).
- 11.5.** One in ten (11%) of public sector employers mention the need to involve the employer in a post-deployment plan, compared with 3% of private sector employers.

Q31b. What other measures could we use to ensure reservists and their families are provided with appropriate health, welfare and mental health support, particularly as the reservist returns to civilian employment?

- 11.6.** The top mention from reservists was improved health care, dental care and mental health checks (9%), whereas the top mention for employers was involving employers in the post deployment plan (11%).
- 11.7.** Those with longer service were more likely to mention the need for ongoing checkups or counselling when returning to civilian employment (10% of those with 9-12 years service compared with 2% with one year or less). However, more junior reservists were more likely to mention the need for adequate time to adjust post-deployment (6% compared with 2% of all reservists).

Q32a. For families of current and prospective reservists, how would you wish to receive information about the support that is available to you now?

Communication Media	829 responses (32%) (multiple responses permitted)
Email / electronic	10%
Internet / online / website / forums / social media	8%
Post / mail / letter / in writing	8%
Via unit / TAC / briefing / Chain of Command (CoC)	7%
Information booklet / leaflet / hard copy / pack	6%
Dedicated SPOC / unit welfare office / officer / ROSO	4%
Face to face / in person	3%
Others (inc telephone / Skype)	8%

11.8. RNR personnel were most likely to mention information on the internet, or through forums or social media (16% compared with 9% of all reserves).

Q32b. For families of current and prospective reservists, how would you wish to receive information about the support that is available to you when you may need it the most?

Communication Media	636 responses (24%) (multiple responses permitted)
Dedicated SPOC / unit welfare office / officer / ROSO	6%
Telephone / helpline / Skype	6%
Via unit / TAC / briefing / Chain of Command (CoC)	5%
Email / electronic	5%
Face to face / in person	5%
Internet / online / website / forums / social media	3%
Post / mail / letter / in writing	3%
Other (inc home visits)	6%

Q33a. For families of current reservists, what would you like to see in terms of improvements to the current provision of services to you?

Services	300 responses (11%) (multiple responses permitted)
Include / extend support / services to family / dependents	4%
Align with regular Army	3%
Health care / dental / eye	3%
Welfare / welfare office / officer / team	2%
Pension	1%

11.9. Both reservists and families also mentioned that they would like to see improvements to the administration of the system (6% and 4% respectively).

Q33b. For families of current reservists, what would you like to see in terms of additions to the current provision of services to you?

11.10. Of all families participating, 15% suggested additions to the current welfare and support service.

11.11. The top suggestion from reservists was providing health, dental and optical care for reservists (6%) while for families the addition mentioned most often is extended support services to the family and dependents of reservists.

11.12. Families in particular (6%) mentioned that the support system needed to be better administrated, with better communication, while 4% of family members said that they would like greater awareness of the services that are available to them.

11.13. Officers were most likely to mention health, dental and optical care (8% compared with 2% of junior ranks).

11.14. Health, dental and mental health care was a concern raised in response throughout the consultation. Reservists perceived this to be one of the biggest divisors between them and the Regular Force but recognised that total integration into the military health structure may not be suitable or cost effective. It was felt that the demobilisation check up, while vital, was not necessarily the most accurate record of whether a reservist would suffer any ill-effects from their deployment.

11.15. Many reservists were unaware that there were resources in place for them to access mental health care post-deployment and some had tried to do so but had experienced difficulties.

11.16. Employers were generally keen to have more involvement in the reintegration of their recently demobilised reservist. They were keen to provide help and support where possible, but felt that at the moment it is a very 'closed shop' as to the experiences a reservist has undergone and the potential problems they may face on return. There was some surprise amongst employers that MOD occupational health facilities do not carry on after demobilisation.

11.17. An important pillar of support for the families of regulars was seen to be the community, camaraderie and mutual support offered by family members to each other. Reservists were practical about this level of mutual support being difficult to achieve for many

Reserve families, but felt that this needed to be acknowledged by units and alternative methods of support for families put in place.

- 11.18.** There was little consensus in the single Service groups as to how well they felt the current system for family support worked. Some felt that it was excellent, while others felt that it did not exist. This variation was perceived to be related to the welfare officer attached to the unit, and could be influenced by the volume of work and geographical spread of that work, and the guidance received from the Commanding Officer of the unit.
- 11.19.** Reservists felt that having the personal contact of visits from a welfare officer was especially important for their families and therefore thought it may be that additional resourcing is needed to ensure adequate provision when reserve units are deployed.
- 11.20.** Reservists were not always clear on where and how to access different types of support, particularly that geared towards families. In the single Service groups there was some discussion that the reservist themselves is not always the best mechanism for transporting information back to their families, as they do not feel the impact of deployment in the same way. Better communication was needed not only with the families themselves, but also with the civilian facilities that families use, particularly GPs and schools.
- 11.21.** Some employers acknowledged the impact that the quality and nature of welfare support, particularly post-deployment and on the return to civilian employment, has on the ability of their reservist employees to successfully transition back into civilian employment. There was a lack of clarity among certain employers as to the exact liability held by MOD for reservists injured in the course of deployment or other Reserve Forces activities, although there was an expectation that these eventualities would be covered fully by the MOD.

Q34. If you have any other comments regarding the proposals set out in the Green Paper, please include these here.

- 11.22.** Reservists, regulars and other stakeholders frequently commented on issues of recruitment or retention (6-8%). These three audience groups also commented on structure, management or organisation (5-7%) as well as on funding, costs and the expenses involved (4-7%). Some reservists, other stakeholders and employers (4-5%) called for more incentives and support for reservists.
- 11.23.** General disapproval, mentions of legislation, flexibility and the need for more detail were more likely to be made by employers than participants from other groups
- 11.24.** Around a fifth of participants gave comments on reservist pay and TACOS.

Comments about reservist pay & tacos	545 responses (21%) (multiple responses permitted)
Training / skills / education / accredited qualifications	10%
Pay / money / bounty / x factor	4%
Facilities / equipment / resources need to be improved / updated / equivalent to regulars	4%
Same pay / benefits as regulars / fair	3%
Health / medical / dental / optical / gym	3%
Impact on families / support / welfare for families	3%
Pensions / better pension provision	3%
Comments on TACOS / other conditions of service	3%
Better scheduling / planning / administration	3%
Time off / leave / holiday	2%
Travel / transport costs / railcard	2%
Promotion / opportunities	1%

- 11.25.** Employers were most likely to comment on issues pertaining to them: one in nine (11%) mentioned absence, risk, notice period or the potential impact to their business, which was more than treble the responses from all other participant groups.
- 11.26.** Few regulars gave comments of this nature, those who did most often commented on investment in the Reserves and the divide between regulars and reservists (similar issues to reservists). They were also concerned by career impact.
- 11.27.** In other comments and among all audience groups, comments were most commonly criticisms of the consultation or consultation paper, which were given by 5% of reservists, 8% of employers, 7% of regulars and 9% of other stakeholders. A minority feared that changes would be introduced regardless and that consultation was a box-ticking exercise
- 11.28.** Some reservists felt they had lost out or had been incorrectly advised on tax issues.
- 11.29.** Some reservists also felt they lost out by taking unpaid leave to fulfil their duties at a lower salary than their day job. They would also like travel expenses for drill nights, particularly given the perception that these may now occur further away from their nearest TA centre.
- 11.30.** Employers also provided a variety of additional comments on the proposal. As in the online consultation, they stressed the need for greater communication and more information to assist them with integrating reservists into their companies.

Annex A: Employer participants responding to the online consultation

10 Four Public Relations	Access Platform Sales Ltd
Acorne plc	ADM Shine Technologies Ltd
ADS Group Ltd	AFI Properties
Alder King LLP	Anglia Tours Ltd
Archibald Shaw LLP	Ark Consultants UK Ltd
Arla Foods	Arum
aspray24	Association of Colleges
Avon and Somerset Constabulary	Babcock International Group plc
Barlow Robbins Solicitors	BHF Retail
Birmingham Law Society	Brindley
British Engines Ltd	British Retail Consortium
Broadland Guarding Services Ltd	BT
Buckinghamshire County Council	Cambridgeshire Constabulary
Cambridgeshire County Council	Capita
Carillion plc	CDH Recruitment Limited
Central Scotland Police	Centrax Turbine Components Ltd.
Chartered Management Institute	Chelmsford City Council
Chichester District Council	CLC Group
CNI Utility	Cobham plc
Conwy County Borough Council	Copeland Veterinary Surgeons
Council of Reserve Forces and Cadets Associations	County Council
CPJ Field & Co Ltd	Crownhill Renovations
CTools	Datatrade Ltd
DP World Southampton	Dstl
Durham Duplex	East and North Hertfordshire NHS Trust

East Midlands Universities Military Education Committee	East of England Ambulance NHS Trust
Education Institution	Edwin Ashworth Marine Ltd
EE	Elliott Wood LLP
Employment & Skills Group	Employment Lawyers Association
Endsleigh Insurance Services Limited	Epsom College
Eric Charlesworth Ltd	Esri UK Limited
Estate agency	Fife Council
Finmeccanica UK Ltd	Forest of Dean District Council
Forum of Private Business	Fujitsu UK&I
G4S Secure Solutions (UK) Ltd	Gateshead Council
General Dynamics United Kingdom Limited	Global Energy Group
Gloucestershire Fire & Rescue Service	Grange Fencing Ltd
Greens	Greens Motors Ltd
Greggs plc	Hampshire Constabulary
Hampshire Fire & Rescue Service	Harrison Reece
HBJ Gateley (Scotland) LLP	Hewlett Packard
HJ Skelton & Co Ltd	Holroyd Precision Ltd
Honourable Company of Gloucestershire	Independent Gardening Ltd
Insite Development Ltd	Interserve Construction Limited
Jaguar Land Rover	John Grose, Essex Audi, Chandlers BMW, Barons BMW
Jones Bootmaker	JP Morgan
KBR	Kelvin KBB Ltd
Kent & East Sussex Railway Ltd	Kent County Council
Large business consultancy firm	Laser Red
Leicestershire Police	Leisure Employment Services Ltd.
LifeScan Scotland Ltd (Johnson and Johnson)	Lincolnshire Partnership NHS Foundation Trust
Liverpool John Moores University	Liz Hobbs Group
Local Government Association	Lockheed Martin UK
Logica	ManpowerGroup

Michael Frewer Associates	Military Education Committee of the Universities of Glasgow and Strathclyde
MOD Guard Service	Moog
MTB Environmental Limited	Multinational technology business
Munich Re Underwriting Ltd	NAHT
NCI Technologies	NHS
NHS Ayrshire and Arran	NHS Borders
NHS Grampian	NHS Shetland
NHS Wales Workforce and OD Directors	NIJAC
Norfolk / Suffolk Constabulary	North Bristol NHS Trust
North Lanarkshire Council	North Staffordshire Chamber of Commerce
North Tyneside Council	Northumberland County Council
Nottingham City Council	OAJ Ltd
Oaklands Catholic School	OCS Group UK Ltd
OPTIMA Defence & Security Ltd	Ouse Creative Ltd
Ousedale School	Oxford Brookes University
P M W Training	PA Medical Ltd
PCMS	Prima Electronic Services Ltd
PTSD Resolution Ltd	QinetiQ
Ream surgical Limited	Reeves & Co LLP
Rettig UK Ltd	Rolls-Royce Plc
Rother District Council	Royal College of Nursing of the United Kingdom
Royal Mail Group	Rug Doctor Ltd
Saint-Gobain	Sales and Marketing
Scotia Gas Networks	SEPA
Shropshire Stone and Granite Ltd	Skills for Justice
Smith PR	Society of Personnel & Development Scotland
Sodexo	South Gloucestershire Council
South Somerset District Council	Southern Health and Social Care Trust
St John's School	Strutt & Parker
Stuart McTaggart	Suffolk County Council

Supreme Group UK	TeamSport Indoor Karting
The Business Services Association (BSA)	The Harpur Trust
The National Trust	The Royal Bank of Scotland
The Walton Centre NHS Foundation Trust	The Who Shop
Toyota Motor Manufacturing UK Limited	Trades Union Congress
Tyne and Wear Fire and Rescue Service	Tyne Metropolitan College
University Hospital of North Staffordshire NHS Trust	University of East London and Coordinator of University Network in Support of WIS Service Personnel
University of Nottingham	University of Portsmouth
University of Reading	Veolia ES
Vickers Young Ltd	Warwick Chemicals
West Lancashire Borough Council	West Suffolk NHS Hospital
West Sussex County Council	Westminster City Council
Willmott Dixon Construction	Wilmington Grammar School for Girls
Wilson James Ltd	Wincanton Group PLC
Woking Borough Council	Wycombe District Council

(Footnotes)

- 1 Participants were asked to self-identify. No verification was conducted.
- 2 Note that multiple selections by participants was possible

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