

Flashlight



The Newsletter of the Ministry of Defence Guard Service

Issue 38

M.D.P.G.A. BRIEFING CENTRE



Exercise Rolling Progress

Winter 2010



Exercise Rolling Progress 2010

A report by HOP, Sandy MacCormick

After the success of the Managers' Conference 2008, the situation changed somewhat in autumn 2009. Decisions on the future for unarmed guarding were anticipated at about the same time as the 2009 conference was scheduled to take place, so I decided to postpone it until later in the year. In the event, the situation changed again and the relevant decisions were not made. Rather than reconvene the conference, a small team from Wethersfield visited each Region in April this year to give briefings to managers. But I determined that in 2010 there would be a managers' gathering come what may.

I decided that the format in 2010 should be a syndicate exercise, with preliminary updates and briefings. So Exercise ROLLING PROGRESS took place

at Wethersfield on 13 & 14 October. The theme for the event was 'Continuous Improvement'. In recognition of financial constraints, the number of attendees was capped and just over 80 MGS managers and supporting staff from across the country attended (just over half previous years' attendance), together with a full contingent from the Wethersfield MGS Headquarters. The opening sessions were well supported by Agency Management Board members, and the Chief Executive was present throughout.

Day 1 began with registration and the normal chaos of the group photograph – not quite so bad this year with smaller numbers to be herded (I mean – assembled) – then I welcomed everyone to Wethersfield. Straight away, we stood for a minute's silence to remember those

MGS staff who had died since the last conference in 2008.

The Chief Executive, Mr Stephen Love, gave the opening address. He spoke of the excellent, professional service provided to the Department by the MGS that was particularly gratifying given the very difficult current environment. He said that, despite all the uncertainty about the future, continuous improvement for our organisation was as important as it ever had been. He spoke of our customers' general satisfaction with the quality of our staff, contrasting it with their dissatisfaction that we were no longer able, in many cases, to deliver the volume of security that they needed. He spoke about the current situation for unarmed guarding, setting out the many studies and reviews that were underway, the Strategic Defence and Security Review (SDSR), the Grimstone Report, Defence Reform, reviews by the Directorate of Business Resilience (DBR 'owns' the security process and security policy in the Department), to name but a few. The outcomes of all of these would have an effect on the future size, shape, footprint and delivery arrangements for the Department's armed and unarmed guarding, hence an effect on the future of the MGS. It was frustrating for all to have to say that there were no answers available yet, nor were there likely to be until well into 2011. The CE made it clear,



Attendees

however, that change, whatever it might be, could not come too quickly. It was always difficult to implement change, it always took time to agree what the changes should be and to plan for them. Therefore time was one thing we did have. We should capitalise on it and use it to prepare ourselves and to influence wherever possible the decision makers to our maximum advantage. Within the MGS, the application of continuous improvement should stem from an attitude of mind that embraced the need for change and encouraged every member of staff to be involved in it. He concluded by saying that none of us could prevent change from happening but we could do everything in our power to influence what the changes might be and make our own choices about how we approached change. Continuous improvement, if applied vigorously in our organisation, could establish the correct, positive attitude of mind and professional outlook that would best serve the MGS and its individual members of staff as it and they faced the future.

The CE was followed by David Wray, Head of Unarmed Guarding, and me. David and I updated in a little more detail how the many studies and reviews underway might affect the MGS. David expanded on the need to match the requirements of security policy with the resources available to provide security. This was a main part of the current incoherence, in that the financial planning round 2009 (PR09) had cut a large sum of money from the budget but there had been no balancing policy-led reduction in the levels of security required. It was to be hoped that the PR11 process would achieve a re-balancing. I updated on the Agency Headquarters Review that was ongoing in response to a demand from the



Paddy Brennan RM3

Centre that the costs of Agency Headquarters (Wethersfield, MDP divisional and MGS regional and area HQs are in scope) must be reduced by up to 33%. I and my team (including Regional Managers), and MDP colleagues were working on a number of options for the future management structure of the Agency. In our case, I have been looking for a solution that will enable us to continue to manage the MGS in its present form, and that can both plan for and implement the anticipated changes. Final decisions on this will not be made until early in 2011, although we expect to begin putting the revised structure in place from April 2011.

Next, Trevor McKinnon spoke about continuous improvement. He stressed that it is a way of thinking, of the whole system working together to deliver the customers' security needs with the minimum resources while continually discovering ways to improve still further. It meant working from both top down and bottom up, being honest about problems and innovative about finding solutions to them. The MGS had not been standing still – Trevor gave a long

list of areas where real improvements have been made in our ways of working and in employee relations – and CI was a good tool to keep the momentum going. Sarah Cook updated on developments in MGS learning and development, mainly CCTV training, mentoring, employee relations workshops and continuation training.

Marc Shreeve and John Bills updated on operational issues. Once more, there was lots going on. The fixed roster system, trialled in Region 5, was on hold until the future size and shape of the MGS became clearer. There had been a review of CSO2 posts and responsibilities, a CSO4 review and post-mapping exercise was underway and the responsibilities of CSO3s was being reviewed. John Bills briefed on the operational assurance and audit processes that were being put in place to enable us to maintain our NSI Gold Standard and, more importantly of course, the quality of the service we provide to our customers. The MGS Quality Manual was in place and the new MGS Manual was being produced as quickly as other work allowed.

Continued over ...



Steve Love CE



David Wray Hd UG



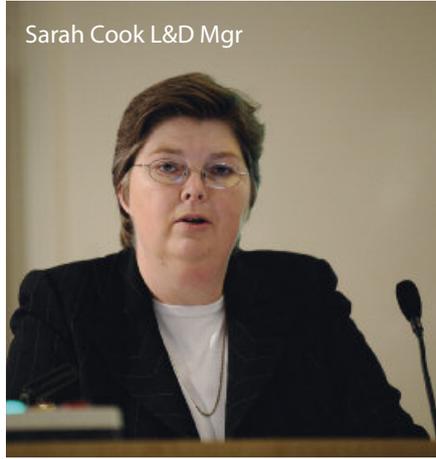
Marc Shreeve B2 Ops



Trevor McKinnon B2 CD&C

Our recently arrived Human Resources Business Partner, Emma Fenn, supported by members of the Agency HR BP team, briefed on the MOD 'Your Say' survey, and work that was in hand with MGS TU colleagues on a new collective bargaining agreement. Emma also briefed on some long-running issues that had not yet been resolved, mainly directing detached duty and working on public/bank/privilege day holidays; these were policy matters that needed rulings from the Centre. The recently introduced E-resourcing system was explained; it will have an effect on many aspects of our administrative work, including recruitment. A new set of on-line promotion tests had been produced that would replace the current Band D and Band B assessments.

Our external speaker was Commander David Grindel Royal Navy. David gave an outstanding presentation on Continuous Improvement and its application in the Royal Navy. He was clearly an enthusiastic believer in CI and he engaged the whole audience. Although he was describing how the RN was applying CI, the read-across to MGS outputs and how CI could be used by us was clear to all. It was particularly clear that the CI process involved those actually doing the work that was being



Sarah Cook L&D Mgr

examined, as well as having a senior management input. It was a first rate warm up for the syndicate work to come. Trevor McKinnon is now working toward how we in the MGS might best introduce and apply CI principles.



David Grindel

Next, I was very pleased to present Head of Profession Commendation Certificates to six of our staff, recognising recent outstanding performances by them. Regional Managers read the citations and I presented the certificates. Those awarded on this occasion were: Dawn Smith, Geoffrey Douglas, Bradley Down, Peter Freeman, Stephen Barker and Ben Jenkins. Extremely well done to all of them.



John Bills Snr Ops Mgr

Following lunch, Sarah Cook briefed the syndicates and they dispersed to consider the questions they had been set. Syndicates were tasked with discussing extracts from a Continuous Improvement grid. The aim was to decide in which part of the grid the syndicate thought the MGS sat. Regional Managers had already made their choice and each syndicate discussed their view and whether or not they agreed with the Regional Managers' choices. This was an interesting exercise in perceptions, to compare how different levels of management saw how the MGS was dealing with a number of matters. Syndicates were to consider why they thought there were similarities or differences of view, and to propose some options or solutions for improvements. Syndicates were to prepare to deliver their results as presentations to the assembled company on the 2nd morning.

The group sat down together for dinner at Wethersfield at which the principal guest was Mr Mark Preston, Director Business Resilience. Mr Preston gave a frank update on the position in London that confirmed what our managers had heard earlier in the day from the CE and David Wray. While there was a great deal going on at the highest



Claire Ferguson, Rachael Scott, Emma Fenn, HR Staff



John Egan RM1

level and strategic level decisions were awaited (the SDSR announcements were made a few days later), it would indeed be some considerable time before decisions directly affecting policing and guarding would be made. Mr Preston engaged in informal discussion with managers in the Social Centre after dinner, continuing well into the wee small hours.

On the morning of Day 2, syndicates gave their presentations. As expected a number of interesting points arose. David Wray collected the main points

together and asked the managers to put them into an order of priority. Having done that, I am pleased to say that the top 3 quick-win issues (define MGS core values, MGS version of the 60 second digest and a reduction of duplication of requests for data from Agency HQ) are already being actioned, while work has begun on the top longer-term issue (identify full-time support for CI in the MGS).

The Exercise ended with an open forum session. It was, as usual, a useful wash-up for points arising from the exercise and

other matters that our managers wished to air. The majority of questions were answered straight away and those that were not have been noted for management action.

In all, from my perspective the exercise achieved its aim well; feedback from those attending has been universally positive. Continuous Improvement was seen to be a really useful tool for the MGS. We will be pushing ahead to make maximum use of it as a tool to improve the whole organisation, despite the difficult financial environment.



Red Group



Blue Group



Green Group



Yellow Group

Christmas Message from John Egan, Regional Manager to All His Staff in Region 1

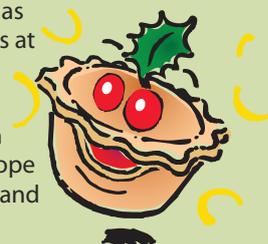
This past 12 months has proven yet again how adaptable and up for the challenge the MGS in Region 1 are. Despite the hard hitting financial restrictions, and the recruitment ban, we have continued to deliver effective unarmed guarding for all our customers in Scotland. On top of this we have also taken on additional – albeit temporary – new business at Dregghorn and Glencorse Barracks in support of the military deploying to theatre. This not only demonstrates that the MGS in Region 1 do genuinely contribute to “Afghanistan Main Effort Civilians”, but it also illustrated, in no uncertain terms that, given the choice, our customers in Region 1 will choose the MGS for their unarmed guarding.

The next 12 months will be every bit as challenging as last year. The Strategic Defence & Security Review may have reported in October, but the real work will not commence

until well into the New Year when the implementation phase starts to gather pace. I know that the uncertainty that will follow will not be welcome, but I also know that the MGS in Region 1 will continue to perform their duties in a highly professional manner and for this I thank you.

As the year draws to a close I know that many of you will have to work over the holiday period, but I do hope that you are able to spend as much time as possible with your family and friends at this special time of the year.

Please accept my personal thanks for all of the support you have given me over the past 12 months and I hope you all have a very Merry Christmas and a Happy New Year”.



New Chief of the Defence Staff General Sir David Richards and Permanent Secretary Ursula Brennan addressed staff in Main Building, just days after taking up their new posts.

By Lorraine McBride



Ursula Brennan and General Sir David Richards address MOD staff in the Pillared Hall, MOD Main Building

Pictures: Harland Quarrington, Crown Copyright/MOD 2010

It was the six big 'Cs' - change, cuts, challenges, conflict, confidence, and even courtesy - that dominated the theme of candid speeches by General Richards and Ursula Brennan in an address to staff in Main Building on Thursday 4 November 2010.

Neither attempted to gloss over the uncertainty and challenges facing the Department in the coming months.

And General Richards stressed the importance of people and unity in tackling the challenges:

"My theme is that this is a team effort," he said. "I am absolutely delighted and honoured with Ursula, to be the team captains, but I won't pretend that it won't be difficult as we take forward the SDSR."

Earlier in the week General Richards met Prime Minister David Cameron whom he praised as 'a great instinctive supporter', but that it was time for the Department to deliver.

He also spoke about how the leaks on the SDSR had taken their toll and ratcheted up tensions inside Number 10, and called on staff to put the SDSR behind them and to unify behind a single defence message:

"It is really important people that we stop all this leaking because our cards are being marked on this and we are actually determined that we cannot go on like that," he said.

"There were reasons," he added. "It was partly because we didn't feel we were being listened to. But we've had that debate, got our orders, now let's get behind those orders and get on and implement them and I know that Ursula and the Chiefs of Staff feel that very strongly too."

Admitting that he was 'slightly baffled' by his elevation to the Army's highest rank, he was already finding his new job fascinating:

"One reason that I am absolutely confident that we will navigate our way through the very difficult situation we're in is because of the people that Ursula and I have got working for us right through Defence," he said.

"My message is, thank you, team effort, and please coalesce behind us as we lead this huge effort forward in which you will continue to be our collective main effort."

General Sir David Richards stressed the importance of unity in tackling the challenges ahead.

Reinforcing General Richards' thread, Ursula Brennan described how she had been struck by the commitment of staff during the tricky negotiations in the run-up to the SDSR.

She said: "The great thing about Defence is that while people concentrated on SDSR there is the whole organisation making sure that the rest of the business works. They have just cracked on and done it in an uncomplaining way."

The Permanent Secretary pointed out that while the SDSR set out a blueprint, the real hard work still lay ahead:

"The interesting thing is that the hard work begins at the same time we're fighting this punishing campaign in Afghanistan," she said. "We're being asked to do something that I don't think other people across the public service always appreciate. Implanting SDSR and the reform of MOD in which we've got to reduce in size against the backdrop of Afghanistan is a really big challenge for all of us."

In a strong defence of the SDSR, the Permanent Secretary rejected criticism that the outcome of MOD's input had resulted from merely slashing budgets.

And she pointed out that the National Audit Office's recent report, The Major Projects Report, praised the work of the Department in delivering complex, multi-million pound



projects on time and on budget:

"Lots of people don't understand that and don't believe it but it's true. We have some really excellent people doing excellent work on all of that," she said.

On value for money, the Permanent Secretary admitted that the Department suffered from a poor reputation across Whitehall and from criticism in the press.

Ursula Brennan pointed out that while the SDSR set out a blueprint, the real hard work still lay ahead.

She said: "It is true we have a problem gripping our finances in this Department and we need absolutely everybody in Defence to believe that managing their money is important."

Finally, the Permanent Secretary called on staff to lead by example, and challenged them to ask themselves how they can help their team solve problems for themselves. With 25,000 job cuts confirmed in the SDSR, the Permanent

Secretary knows that civilian staff will be worried about how it will personally affect them. She called on line managers 'all the way down the chain' to talk to staff realistically about the problems and ways to solve them.

Back to teamwork, earlier, General Richards was anxious not to overlook the unsung junior ranks, whose vital work underpins the MOD and the forces:

"I've had great fun over 39 years in the Army, commanding various operations and I've always understood that we are all equally important," he said.

"I am very keen that we all show courtesy and, dare I say it, affection, to people that we often ignore, and the obvious example are the guys that guard us outside Main Building.

It doesn't hurt at all to say 'Good morning' and have a quick chat. In fact, it would be a mark of getting my message across if we did this. We're all very busy but try doing it. It will make their day."



Region 4's MGS Managers' Programme Follow-Up event

By Sarah Cook L&D Manager

A flurry of PowerPoint activity and presentation rehearsals within Region 4 heralded the arrival of call-up invitations to attend the follow-up of phase 1 of the Managers' Programme which took place in September in Aldershot. Seven MGS Managers were given the opportunity to deliver their chosen projects to senior members of the MGS Management Board.

The chosen subjects for the projects covered a diverse range including foreign translation of essential security communications within transport depots, raising the profile of the MGS and the Garrison Concept which involved CSO3s working shifts. Despite an admission of nerves and some last minute research, all presentations were well received. Students then received feedback on the viability of implementing their suggestions as well as identifying potential areas for improvement. All the presentations were found to have merit, particularly where cost savings could be made immediately and, whilst it was recognised that due to ongoing studies and reviews some recommendations may have to sit on the back burner for a little while longer, others had potentially immediate application. Sandy MacCormick and Trevor McKinnon congratulated all the students on their

comprehensive efforts and following their fifteen minutes of fame and glory, all managers were duly awarded the prestigious Managers' Programme Certificate.



Brian Cropper, Michelle Fogarty, Tom Taylor, Steve Peach, Roger Billington, Andy Boyling, Sandy MacCormick, Trevor McKinnon.

MGS Continuous Improvement Programme “Work Smarter, Not Harder”

By Emma Fenn MGS HQ BP

In July 2010 the MGS Management Board gave its endorsement to the MGS embarking upon a programme of Continuous Improvement. Since that time as the work has progressed officers have asked ‘what is Continuous Improvement?’ You may have already heard it mentioned within the MOD as a ‘Lean Event’, not realising the two are similar approaches to seeking improvement. Put simply, Continuous Improvement is a culture of constantly introducing small incremental changes in our business in order to improve our quality and/or efficiency.

- ◆ Employees encouraged to continually seek ways to improve their own performance,
- ◆ Encouraging people to take ownership for their work, and can help reinforce team working, thereby improving motivation,
- ◆ A culture of self and collective betterment.

Continuous Improvement is characterised by small improvements overtime and therefore contrasts with the major upheaval that can be caused by structured organisational change

programmes. Whilst we cannot afford to overlook the need for radical change from time to time, as time passes, the volume of improvements arising from CI could lead to major advances for the MGS.

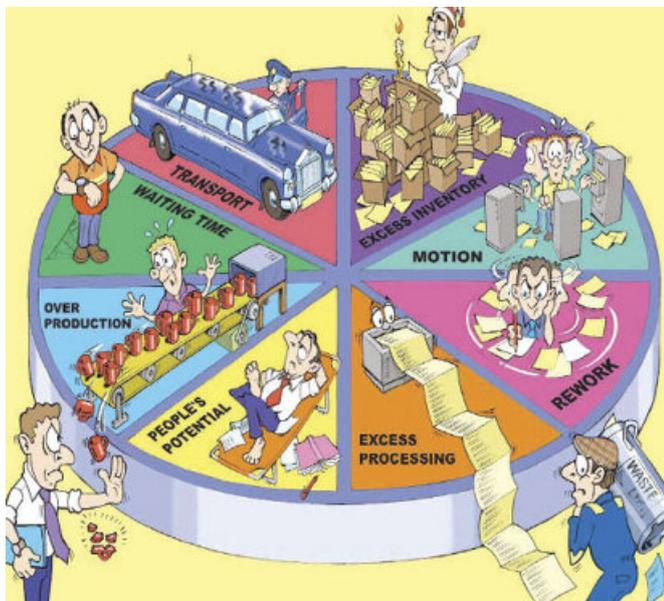
The MGS aims to avoid any potential pitfalls by engaging with staff at all levels identifying consensus on improvement, challenging

elsewhere in the department, the MGS Continuous Improvement programme is being taken forward by the development of an Improvement Grid and critical reviews of the Grid by staff at all levels. Regional Training Officers and others have been nominated as Regional CI Focal Points and are responsible for facilitating meetings within their Regions and feeding back the results to MGS HRBP. Much of the work at the various Management levels is now complete and the next stage is to design a system where, over the coming months, there will be engagement with the wider workforce to review the Improvement Grid and gather opinions and suggestions from CSO4s and CSO5s. We are also engaging with the trade unions to gain their perspective.

Where actions arise from the proposals made through the review of the Improvement Grid, CI Focal Points will identify the most suitable manager to take this forward. Where resources are required to take forward an action Regional Managers will be consulted. Feedback on suggestions made will be an integral part of this process. A central register of all suggestions and actions will be kept.

Focal Points will also liaise with HR Business Partners and Regional champions where emerging issues impact on the Have Your Say Action Plan and, where appropriate, read across results to form new outputs to the Improvement Grid.

The intention is to have completed the consultation and produced results by April 2011.



Continuous Improvement assumes that you, the employees, are the best people to identify room for improvement, since you see our processes in action every working day. It can operate at an individual or group level and the MGS methodology seeks to bring about small improvements through groups working at all levels of our workforce.

Key Features of Continuous Improvement include:

- ◆ Improvements based on many, small changes,
- ◆ Ideas coming from the people actually doing the job and so are less likely to be radically different, and therefore easier to implement,
- ◆ Improvements being less likely to require major investment,

perceptions of good/average/poor practice and implementing change. While not applicable in every case, improvement in organisational performance will emerge from, or lead to improved personal performance.

The MGS has already made great strides by improving its governance, investing in relevant targeted Learning and Development such as the MGS Managers’ Course, the Supervisors’ Course, Conciliation Workshops, Induction material and the Threat Brief, along with developing effective communications strategies. The achievement of NSI Gold has driven the MGS towards high standards of process management and service delivery.

Using departmental guidelines and adopting methodologies employed



In place of a MGS Conference this year, we held Exercise Rolling Progress. The two-day event aimed to look at Continuous Improvement with group activities spanning both days of the programme focused on discussing the Improvement Grid and feeding back through presentations the group findings. Following on from this HUG issued a short survey to gauge people's thinking in terms of quick wins and longer term aspirations. He concluded that three "simple ideas" given top priority by the exercise participants should be pursued urgently. These are:

Improve visibility of core values

This is being taken forward by B2 CD&C. It is expected that following circulation to managers, along with testing at MGS and customer focus groups a set of core values will be published February 2011.

60 Second Digest from HQ

This is being taken forward by HUG. A draft digest will be promulgated early in the new-year, followed by a review of the work involved. By April 2011 publication will begin on the MGS 60 Second Digest – although there have been suggestions that we seek an alternative name.

Agency HQ data requests to come via MGS HQ

This is being taken forward by HOP. A scoping exercise is underway to identify the number of information requests. Thereafter, HOP will identify a new process for implementation and review. Further, HUG concluded that one longer term resource intensive idea should be explored. This was to identify the feasibility and funding of support of the MGS Continuous Improvement programme. B2 CD&C is looking into the training options to develop knowledge & understanding of MGS staff to facilitate the programme. This is coupled with exploring the possibility of gaining support of trained personnel from other MOD Departments.

With the support and hard work of the individuals and teams within the MGS it is hoped that a combination of these future benefits will be realised:

- ◆ Improved output quality
- ◆ Increased customer focus of staff
- ◆ Increased spirit of innovation at all levels

- ◆ Sustainability of improvement
- ◆ Prevention of reversion after improvement to the status quo ante
- ◆ Improved staff responsiveness, agility and ability to change
- ◆ Better spreading of good practice
- ◆ Staff morale improvement through sense of achievement
- ◆ Automatic early positive reaction to risk and external change
- ◆ Increased ability and desire to learn for individuals and the organisation
- ◆ Improved management of staff
- ◆ Improved engagement of staff in problem solving, with empowerment of, and commitment by, all staff

Those readers, who have yet to take part in a review of the Continuous Improvement Grid and have their suggestions for improvement recorded, can make use of MGS form 30 or the MGS blog. What we would ask however, is that you inform your local CI Focal Point, so that your suggestion can be captured as part of the Continuous Improvement consultation exercise.



In the spirit of Christmas we have had a look at the photo of Derek Halford, Simon Ruddick and Dai Davies with a view to improving their Health and Safety. There are at least 6 hazards, can you spot them. Perhaps you can spot even more, do let me know. In the meantime please look at the answers on page 20.

MGS Head of Profession

The Imperial Service Medal (Civil Service) Awarded to John Edwin Baker, CSO5 Ministry of Defence Guard Service 29 Regt RLC

Citation

John Edwin Baker or "Jonny" started working at RAF South Cerney on the 9 November 1964 at the age of 19. His first job was as a kitchen assistant in the No2 officers' mess, which was situated in front of the existing mess, where the field gun stands today. His first wage was the princely sum of 9 pounds 17 shillings and sixpence!

In March 1969 he transferred to camp maintenance where he worked for the Station Warrant Officer (SWO) until the RAF left and the camp closed. He, however, remained on site carrying out care and maintenance duties until it re-opened as 29 Movement Control Regiment on 01 Oct 1970, when he transferred back to camp maintenance, this time for the RSM.

In 1972 he again transferred, this time to camp security as a locally employed patrolman, or grey suits as they were known. In 1992 he and the other patrolmen were amalgamated into the newly formed MOD Guard Service or MGS working alongside the MOD police on site.

In 1994 he became a day line supervisor (CSO4) until 1996 when he discovered that under the new pay agreement all his men on shift would be earning more money than him, so he reverted to CSO5 and went back on shift.



Jonny Baker as he was known has served on this site for 45 years both with the RAF and RLC. In that time he has seen over 20 COs including a certain Lt Col M Hickson from May 2000 to 2002.

John enjoys reading and bargain hunting, especially the pound shops!!

In recognition of over 45 years with the Civil service, all at 29 Regt RLC John is awarded the Imperial service Medal



Geoffrey Douglas

Citation

At 2250hrs on the 1 July 2010 whilst on mobile patrol they witnessed a road traffic accident involving a car & motorcycle. They were first on the scene and CSO4 Douglas assessed the two motorcyclists both of whom were seriously injured. They detailed members of the public as they arrived on the scene to assist with the casualties and took control of the situation and directed the traffic until the emergency services turned up.



Bradley Down



Commendation Scheme

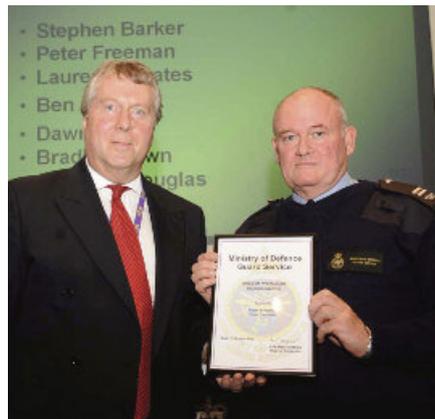


Dawn Smith
Citation

On the 26 May 2010 while Dawn Smith CSO4 was assisting with Main duties at 42 Survey Engineers, Hermitage, soldiers were returning on this day from a 10Km race. As the troop of soldiers raced back through the main gate, one female soldier suddenly collapsed just outside the gate, fell and banged her head on the ground and became unconscious.

Dawn raced over and offered first aid to the fallen soldier and set up a cordon for traffic management. Dawn stayed with the soldier until the ambulance arrived some 25 minutes later and took over the incident. The Unit Adjt Captain Gilbert who attended the scene decided not to intervene as he recognised the incident was being controlled by Dawn with full confidence and professionalism. After a short stay in Reading hospital, the soldier made a full recovery.

It has been recognised that Dawn Smith demonstrated truly professional actions throughout the whole incident.



Peter Freeman (pictured) & Laurence Oates
Citation

On the 3rd May 2010, the MGS at York were down to only 2 officers on duty out of 4 due to illness. At 0230 hrs a person tried to gain access to the Barracks without ID and said he was staying with a soldier on camp. He was turned away due to there being no one to vouch for him so he left the Barracks. Laurence Oates felt there was cause for concern that the individual might try to gain access another way so he monitored on CCTV where the individual was going after he left the Barracks and saw him climb over the fence by the officers' mess. Laurence informed Peter Freeman and went on foot to apprehend the individual. He asked him to stop and accompany him back to the Guard Room, which he did. He informed the guardroom and Home Office Police were then informed. Throughout this incident Laurence and Peter talked to the individual gaining information required by the police & guard and made sure the Main Gate and Information posts were covered effectively. They showed that even with the reduced staffing levels the MGS are efficient and professional at all times and make sure the security that they were providing to the Barracks was still First Class.



Ben Jenkins
Citation

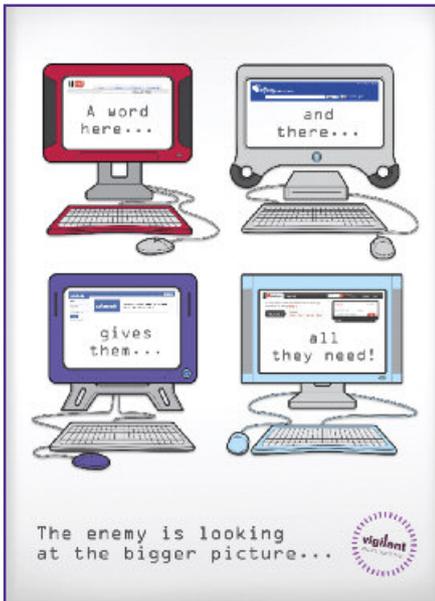
On the 18th March 2010 Mr Jenkins was detached on his flexible roster from his primary station of Brawdy to assist at Penally another site within the group. During a busy night shift at the single staff site Mr Jenkins was faced with a drunken soldier who was threatening to commit suicide. Mr Jenkins along with a guard commander managed to reason with the drunken soldier and kept him safe until the local police and professional help arrived. Despite Mr Jenkins' efforts the drunken soldier was un-co-operative and abusive. Later the same night Mr Jenkins had to deal with another aggressive soldier who was trying to bring a young lady onto the camp. Despite Mr Jenkins being verbally abused and threatened at times by the soldier Mr Jenkins remained calm and professional throughout the incident. Both these incidents would have physically and mentally challenged any mature and stable individual who was trying to carry out their duties. Mr Jenkins is only 22 years old and the youngest member of the team in the West Wales Group, his actions and following reports were of the highest order. The Camp Commander was impressed by the actions of Mr Jenkins bearing in mind that he is not a regular member of the camp staff. Mr Jenkins went beyond the call of duty and he displayed maturity beyond his years. He is a credit to the Group and to the department.



Stephen Barker
Citation

On Thursday 01st April 2010 at the start of his night shift, Mr Barker, the duty Dog Handler, saw his Military Working Dog 'Cato' collapse fighting for breath. Mr Barker immediately ran to the dog and on finding a foreign object lodged in the dog's throat he inserted his hand and, after a struggle, managed to extract it with his fingertips. His quick actions undoubtedly saved the dog's life.

Use of Social Networking Sites - Advice Notes



Social networking sites provide a great way to maintain contact with friends and family. However, the amount and type of information can leave people open to certain risks. The following advice is intended to help you to minimise the risks to the Agency and yourself. As a member of the MDPGA, you are expected to behave appropriately and should always consider the consequences of sharing information with others.

Security Settings - Always restrict your privacy settings/profile information appropriately e.g. allow "only friends" to view your profile rather than "everyone" or "friends of friends".

Your Personal Profile - Some basic don'ts!

- ◆ Never include the Agency or MOD crest on your personal profile.
- ◆ Avoid identifying yourself as a member of the Agency
- ◆ Don't discuss your work in anything more than general terms i.e. "I had a good day at work".
- ◆ Do no post photographs of yourself in uniform
- ◆ If you have an MOD email address, do not post it on your profile.

"Friends" - When accepting 'friends' or making 'friend requests', consider how well or if you know the individual and whether you are happy to be associated with them.

- ◆ Remember that once accepted, they will be able to view personal information posted on your profile.
- ◆ Be mindful that you may be targeted as a member of the Agency by those who wish to gain your trust, and then exploit that trust for criminal purposes.

Personal Blogs - Take time to think about the information you put on your profile and only post information that you would be comfortable for everyone to see. In particular:

- ◆ Be very careful about disclosing private information.
- ◆ You should always be respectful to the Agency, other employees and members of the public.
- ◆ Any comments, pictures etc should not reflect on the Agency or you as a member of the Agency in a negative way.
- ◆ Always consider how joining a "group" may reflect on you and the Agency. You should not join any groups which may be considered inappropriate and/or offensive to others.
- ◆ Any official Information, especially if classified as Restricted or above (as defined by the Government Protective Marking Scheme) must not, under any circumstances, be posted or disseminated on the internet and/or Social Networking websites.

Work Related Activity Or Publishing -

Any contact with the media, or similar public communication (eg giving a speech at a Conference, or publishing an item on an internet site such as Facebook) where there is some element of work-related content must be authorised by Agency Press Office in Corporate Comms.

Inappropriate Activity - The following is a list of inappropriate activity that must be avoided by members of the Agency (whether or not an association has been made to the Agency):

- ◆ Inappropriate language
- ◆ Violence
- ◆ Bullying or harassment
- ◆ Sexual or other innuendo
- ◆ Racial abuse or harassment of any kind
- ◆ Links to any 'unauthorised business interest'

In all cases, common sense should be used to assess whether an item should be posted on the internet. The public must be able to trust the integrity of the Agency and its members.

Instructions on how to disable "places I have checked into" on Facebook

If the Facebook Places application feels a little too "Big Brother" to you, you might simply opt out of using this feature by never "checking in" anywhere. But, that's not enough to keep you geographically anonymous. It's still possible for other people to tag you and reveal your location to whoever they make their profile information available to (which could be everyone). Here's how to prevent that from happening:

- 1 Go to "Account" in the upper right hand corner and click on "Privacy Settings".
- 2 Click on "Customize Settings".
- 3 Look for "Places I check in to" and "Include me in "People Here Now" after I check in". Make sure the check box (Enable) next to "Include me in "People Here Now" after I check in" is unchecked.
- 4 Click on the dropdown menu next to "Places I check in to" and click on "Customize".
- 5 In the box that shows up, select "Only Me" from the first dropdown menu. This is as private as it gets.
- 6 Go back to privacy settings. Look for "Friends can check me in to Places" (it's in the section titled "Things Others Share". In the dropdown menu, select "Disabled".

Removing Existing Tags

If a friend has already tagged you in a Place, and you don't want to be tagged, here is what to do to untag yourself:

- 1 Go to your Profile, your friend's Profile, or the Place page.
- 2 Select "Remove Tag".
- 3 Once selected, the tag concerning you will be removed from that Place.

Things You'll Need

- Facebook account
- Privacy settings familiarity

For further general information or reporting concerns, please contact your line manager. The focus of the rules is that using these sites is a good thing but be sure to get clearance where appropriate.

If you are interested in undertaking a work-related publication of any type or a public speaking engagement etc, please contact the Agency Press Office:

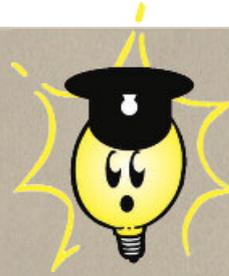
Telephone: 01371-85 4616
or 01371-85 4416

email: corpcomms@mdpga.mod.uk



URGENT -

Use of new PPPA Forms



Over the last 5 months the PPPA has been re-introducing a number revised PPPA and MOD Forms in order to process them more efficiently for you. From 17 January 2011, the PPPA will no longer process forms that are submitted on out-of-date versions.



Open Letter to The MGS - Christmas 2010

What a year this has been! You have continued to provide unarmed guarding for the Department at sites across the country professionally and well, despite all the gapping and lack of recruitment. The Wethersfield team has been busy with policy developments, NSI audits and ordering the new high-visibility jackets. And we (that is, HUG and HOP) have been wrestling with the issue of getting MOD Main Building staff to match security policy with the level of resources available to deliver it – both money and people. All of us have been interacting with our customers in order to achieve the best possible solutions for their security, matching what they need with what we have available.

It has not been easy but in 2010 there has been quite a bit of good news for the MGS. The training courses for managers and supervisors, begun last year, have really got off the ground. Almost everyone who has attended them, no matter how willing or how sceptical in the beginning, has agreed that the courses were of benefit to them, either as welcome refreshers of what they already knew, or because they learned new things and skills. The top benefit seems to come from our people talking among themselves and seeing how operational and administrative matters are dealt with in the different Regions, Areas and Groups. This is part of our efforts to improve our whole organisation continually, from end to end.

A huge feather in our cap was the award of the National Security Inspectorate (NSI) Gold Standard. This is about the way in which we run our business, and the way in which we maintain our high standards of service. Everyone contributed to the effort, and we must all continue to do so – because now we've got it, we need to keep it. Make no mistake, the NSI Gold Standard puts the MGS visibly on the top shelf of unarmed guarding providers in Great Britain.

Recruitment in general remains very difficult, with each and every request needing a detailed business case to support it – even for internal recruitments. But we have had modest

successes, notably at Imjin Barracks (formerly RAF Innsworth) where an Army Headquarters returning from Germany has re-established itself and at the United States Visiting Forces sites at Lakenheath, Mildenhall, Welford and Menwith Hill. We continue to drum up new business wherever we can and to press for authority to recruit where there is no other means of delivering critical unarmed guarding.

More widely, the year has been dominated by the state of national and international economies, the change of Government, the Comprehensive Spending Review (CSR) and the Strategic Defence & Security Review (SDSR). Slightly closer to home, the Director of Business Resilience, who 'owns' the security process and security policy in the Department, has been reviewing the future requirements for MOD's policing and guarding, and the arrangements for meeting them. No doubt you will have read the Agency Core Brief that was issued in mid-November, which gives the fullest possible description of what is going on for policing and guarding at the moment. We must all acknowledge the large-scale change that is coming for all of us, and we will give you greater clarity about what the future holds as soon as the answers are at hand.

What is clear is that change, whatever form it may take, will not be arriving immediately. So we have to go on providing the best possible, most professional service we can while the Department reorganises itself. Our people and our things still need to be secure, and we know that we can rely on you to keep doing your best. To repeat something from last year's Christmas letter, all of you can be justifiably proud of what you do for the Department on each and every shift.

Thank you and well done for all your hard work in another very difficult year. May you each have a very merry Christmas and a happy, peaceful New Year.

Getting to know you

Continuing our regular look at individual MGS team members

NAME: Natasha Cousens
JOB TITLE Kennel Assistant
LOCATION SEME Bordon Garrison



Where were you born?

Winchester, Hampshire.

Tell us about Your family?

I live with my wonderful partner of 11 years Martin in our home in Hayling Island. I'm very close to my family, and I'm also fortunate to feel close to Martin's as well! On my side there's my mum, dad, step mum, nan, two brothers and my step sister and their partners/ children. We are like the 'Griswold' family, but I wouldn't have us any other way! I love them all!

Where did you Spend your Last holiday?

Japan...my mother was born in Okinawa, so it was absolutely awesome to see relatives again, it was amazing how close I felt to them even though I haven't seen most of them since I last went there in 1989!

Where would You like to Travel in future?

Africa, I am in awe of it's wildlife, it would be tremendous to see such beautiful creatures in their own habitat.

“Do not assume the other fellow has intelligence to match yours. He may have more.”

What is your favourite book?

I have many favourites, but one of my most recent favs is Ugly by Constance Briscoe. It's a very moving story about a woman whose childhood experiences were abusive and disturbing. I like reading different genres, but real life tales are good because they allow you to put your life into perspective as too often it is easy to indulge in self pity over events that are trivial in comparison. It's inspirational reading about such strong individuals.

Do you have a favourite quote or saying?

Do not assume the other fellow has intelligence to match yours. He may have more.

When you get the chance, how do you like to spend your free time?

With my family and friends, and in my studio creating ceramic art/sculpture...and ceramic jewellery too.

During your career, what would you consider as the most interesting job, and why?

Seeing how all the dogs grow in character and the rapport you have with them get stronger and stronger. Most of our dogs come to Bordon young and cheeky. But in time you develop a bond, and they learn to respect and trust you, and their individual personalities start to shine.

If your house was on fire and you could save one thing, what would it be?

Presuming Martin and everyone were safe and well, then it would be my photo albums. I love looking back on memories, it's good to feel nostalgic sometimes.

If you could invite

two personalities to dinner, one male and one female (dead/alive, real or fictitious) who would you invite and why?

Probably Mary Poppins as I reckon it would be pretty rad to have a dinner party up on the ceiling, and Billy Connolly too....he'd definitely be able to help us get up there.

Suppose I gave you £100,000 to spend on whatever you wanted what would you buy?

Either to buy a bigger studio to create my art, or set up my own animal rescue centre. I used to work for an animal charity; it's definitely one of the most fulfilling jobs ever. I have to take my hat off to the owners Nigel and Monique. The hard work and dedication that they put into their work for the animals is inspiring.

What talent would you like to have?

To be able to break dance or free run...those guys are immense! The 2009 world free running champ Tim Shieff is out of this world, it's crazy what people can do with little else but the strength and movement of their body.

What do you most enjoy about your job?

Without sounding too obvious....the dogs! They are all completely different in personality and manage to make me smile or laugh everyday!

CHRISTMAS MESSAGE FOR THE MGS

By Steve Love, CE MDPGA

Looking over my back issues of Flashlight, it does seem that every year my Christmas message combines appreciation of the results and progress achieved in the year past with apprehension as to what lies in the year to come. This year is no exception – the budget cut, recruiting freeze and overtime restrictions under which we have laboured since 2009 will in the coming year be turned into MOD proposals for changes to future requirements for guarding and indeed policing. We are now all going into Christmas at a time which I call the “Period of Maximum Uncertainty”, that is, the time when we all know that a lot of things are going to change and yet we have none of the detail. That picture will clear as the months progress in 2011; but it is certainly not clear just now.

What is clear however is that the MGS, as ever, has a great deal to be proud of in terms of its achievements – your achievements – in the last year. The real high-point was the award of the National Security Inspectorate Gold Standard presented at MOD Main Building by the NSI’s Chief Executive and our own Agency Owner, and subsequently recognised by the Vice Chief of Defence Staff as seen on the front cover of the last edition of ‘Flashlight’. I have said this before, but will say it again – this places the MGS right at the top of the

national standards for security guarding, is the most important achievement of the MGS since foundation in 1992, and represents “mission accomplished” for one of the key objectives of Project Unity which created the MDPGA in 2004. And of course, we get reassessed in three year’s time, so the next job is to make sure that we don’t dip the standard.

But behind that achievement, there have been the men and women of the MGS, at their stations and posts, day in and day out getting on with the job despite all the pressures and difficulties. We have at last managed to convince most of our customers, if not all of them, that the shortfalls are entirely not of our doing. And I am well aware of the flexibility, commitment and loyalty which we are giving to our customers locally to help keep their people safe and their establishments running. To those of you who will be doing just that over the Christmas and holiday period, you have my particular appreciation; to those who are home, I wish you all the best in the company of your families and friends. I warmly appreciate the work of the MGS and thank you all for your support for the Guard Service, the MDPGA, and our customers in the year just gone.

NATASHA'S ART



Natasha Cousens who is featured in this month's edition of 'Getting To Know You' has written the following article explaining how she got into ceramics and the inspirations behind her work.

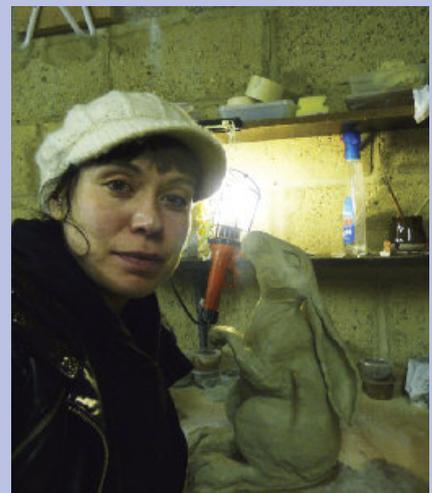
I have two major passions in life...one being animal welfare, and the other being art. I have always enjoyed art since being a young child, whether painting, drawing, or playing around



with general materials to make some kind of creative monstrosity. It was my only main area of interest and study through my education after leaving school. I had very little enthusiasm for the more academic subjects. After a Fine Art foundation at Portsmouth University, I went on to gain a BA Hons in Restoration & Decorative Studies. I specialised in ceramics and glass creating inlaid encaustic tiles as one of my majors in my final year. And from then on my love grew for the wonderfully versatile and forgiving material, clay.

Finally 6 years after leaving my studies, I have set up my own small ceramic studio earlier this year. I have gone back to creating more artistic works again rather than practical.

My inspirations are from all over the place, from dreams, storytelling, fairytales memories of childhood, my own thoughts and surroundings, and inspirational works from like minded artists, but often relates to animals and nature. My decorative wall hangings



tend to incorporate a visual sense of childlike story and imagery, and I sometimes enjoy mixing the ceramic piece with additions of other materials. In my sculptural studies I try to use the shape and expression of the animal to project character, as in the memories of my childhood imagination, of how animals in story tales convey human like emotion.

In any of my paintings or other art over the years, it is rarely conceptual but illustration based, with little more to express than ones imagination. And I leave the viewer to create their own story with the use of their own imagination ;-)

Alcohol Awareness Message from MGS HQ

As the festive season approaches it is customary for a number of health advisers, lifestyle magazines and the like to give advice on the dangers of the consumption of excessive quantities of alcohol. For some people alcohol plays a part in the celebrations and there is nothing wrong with having a drink or two. In fact, drinking a small amount of alcohol every day can actually help prevent coronary heart disease, angina and stroke in middle-aged men and women. Drinking too much alcohol can lead to serious health problems, however.

Current UK guidelines recommend that:

- ✚ men drink no more than three or four units a day
- ✚ women drink no more than two or three units a day

One unit is about 10 mls of alcohol, below are some common drinks with their unit values:

- ✚ One pint of strong lager (5% ABV) contains around three units.
- ✚ One pint of standard strength lager or bitter (3 to 3.5% ABV) contains around two units.
- ✚ One 275ml bottle of an alcopop (5.5% ABV) contains around one and a half units.
- ✚ One standard (175ml) glass of wine (12% ABV) contains around two units.
- ✚ One measure (25ml) of a spirit strength (around 40% ABV) drink contains one unit.

The amount of alcohol in the blood is known as the blood alcohol

ALCOHOL

Don't be the



weakest link

Alcohol can affect your judgement

concentration (BAC). The legal BAC limit for driving in the UK is 80 milligrams of alcohol in 100 millilitres of blood. However, there is no failsafe guide as to how to stay under the legal limit or as to how much you can drink and still drive safely. There is also no way of converting the BAC limit into how many units a person can have as the concentration of alcohol in the blood will depend on various factors (as outlined below).

Unfortunately it is not widely realised that if someone drinks heavily in the evening, they could still be over the legal driving limit the next morning.

Drinking a small amount of alcohol can make people feel more relaxed and less anxious. However, the more alcohol someone consumes, the more an individual's coordination, vision, speech, judgement and balance can be affected. Alcohol is often a contributing factor to assaults, incidents of domestic violence and road accidents. Drinking too much alcohol can lead to a range of long-term health problems including liver/brain/heart damage, gastritis (inflammation of the stomach lining),

pancreatitis (inflammation of the pancreas), high blood pressure, cancers, seizures and impotence/infertility. Long-term heavy drinking can also increase anxiety and cause depression, memory loss and dementia.

There are many organisations that offer advice on alcohol, units and consumption rates; however, they all contain an underlying theme. They highlight the fact that although alcohol dissipates from an individual's system at roughly one unit per hour; this can vary from person to person depending on age, weight, gender etc. Different types of alcoholic drinks also vary in absorption rates.

So much for the health issues, but how can it affect us at work? Before consuming any alcohol, individuals should consider when they next need to drive a vehicle, be at work or operate machinery etc. The fact remains, however, the only completely safe and professional option is not to touch a drop of alcohol if there is a chance you may be driving, or you are going to work in a safety critical post or a customer facing role.

In a customer facing role such as the MOD Guard Service, the consumption of alcohol while on duty (i.e. taken during a lunch break) may be perceived as unprofessional, for example, the impact of greeting someone with the smell of intoxicating liquor on an individual's breath. Even one alcoholic drink during a lunch break may be detected. By avoiding alcohol while on duty and even shortly before duty, individuals maintain the professionalism of service.

All that remains to be said is, enjoy yourself during the festive season but please be aware of the amount of alcohol you consume, not only during the holiday period but at all times.

Bupa's Health Information Team
(www.bupa.co.uk)

THINK! Drink Driving,
(www.thinkroadsafety.gov.uk)

A Step-By-Step Guide to Alcohol -
Bupa, (www.bupa.co.uk)

Argumentative
Loud
Clumsy
Offensive
Hostile
Opinionated
Lethargic

Don't let it change
YOU



Message from the Editor

The Editor takes it for granted that any material received has been cleared through the relevant management chain and also that no information received is classified or commercial in confidence.

Deadline for the next issue of Flashlight is 4th March 2011. All articles must be in electronic format and all pictures must be in jpeg format in the highest possible resolution, not embedded within the article.

Please send entries to Mrs Annita McKay, Editor Flashlight, Rm 107 Bldg 1070, MGS HQ, MDPGA, Wethersfield, Braintree, Essex, CM7 4AZ, or email me on MDP-HQ MGS CUST AND RES FOCUS MNGR, or annita.mckay776@mdpqa.mod.uk.

The Flashlight Coordinators for the Regions are as follows:

Region 1:

Area 1 - Faslane

Jo Carr BT: 01436 674321 Faslane ext 4001
Mil: 93255 4001

Area 3 - Coulport/Glen Douglas

Mags Williamson BT: 01436 674321 Coulport ext 5694
Mil: 93254 5694

Area 4 - Glasgow, Edinburgh and rest of Region 1

Marjorie Wilson & Linda Gilmour BT: 0141 224 3538
Mil: 94561 3538

Region 2: John Biggerstaff 01904 662664 Mil: 94777 2664

Region 3: Adele Sheppard, 01743 262604 Mil 94461 2604

Region 4: Lil McGarrity, 01303 222082 Mil 94281 2582

Region 5: Shona Stewart, shona.stewart795@mdpqa.mod.uk
Mil 94331 2305/3602

London: Miss Mel Cole 0207218333 Mil 9621 83333



Successful Pilot of Hydra on the Supervisors' Workshop

By Hd G&STC/MGSHQ

On the morning of Thursday 9th September, 11 MGS Supervisors entered their control room and immediately set to work. The Daily Occurrence Book (DOB) had to be reviewed, emails came in informing them of VIPs arriving on site, phone calls were received from colleagues explaining that they wouldn't be at work that day and emergency situations arose. By using their knowledge, experience and resources available throughout the day the CSO4s worked together and overcame any obstacles.

These CSO4s were in fact the very first MGS Officers to experience a new workplace simulation training system which was used to run the Operational exercise on Day three of the MGS Supervisors' workshop.

Three months ago it was decided to transfer Day three of the Supervisors' workshop which was originally a paper fed, table top Operational exercise, to the Hydra system located adjacent to the ATC at MDPGA HQ Wethersfield. The Guarding & Security Training Centre worked closely alongside MGS HQ to implement this transfer to ensure the new system would enable the students to obtain the desired learning outcomes more effectively than the original paper exercise.

So...What is Hydra?

It is a unique simulation training system, which enables the trainers to observe the students engaging in an array of MGS tasks such as allocating

staff to posts, completing MGS specific forms, dealing with emergency incidents, communicating with the customer and MGS Group Managers.

The pilot of Hydra MGS Supervisors' Course was run on the 7th September workshop and was a huge success. On the morning of Thursday 9th September, the students were divided into groups and each group was allocated a syndicate room. The syndicate rooms are designed to feel like an actual MGS control room with a computer, printer, maps, stationery, DOB and all other equipment required to create a 'real life' situation for the students to work in. Tasks for the students to deal with were fed into the room by various means throughout the day as they would in a real life situation (i.e. input via email, telephone calls, faxes etc). This 'hands on' approach was extremely well received.

The trainers stayed within the central control room, located away from the syndicate rooms throughout the tasks, however, students could contact the trainers via their computers or telephone if they had any questions to keep the experience as 'real' as possible.

As well as gaining knowledge from other students in their 'control room', the whole team was also brought back together in the 'plenary room' throughout the day after various tasks. Here the students were invited to talk through their decisions and provide feedback. The students also received trainer input at this stage to ensure the

students stayed on track as well as receiving constructive and developmental feedback.

Specific student evaluations were completed for the new system and overall the feedback was extremely positive. Here are just some of the comments provided following the training:

"Hands on experience very good"

"I really enjoyed the Hydra sessions, a brilliant piece of kit"

"It will prove to be a very effective work tool"

"If Hydra wasn't used it would be very difficult to replace. You can do a paper exercise, which we have in the past which was good, but this Hydra system is brilliant."

"Brilliant course. Hydra really useful training aid"

There was some feedback requesting extra time with the system to get used to it and this will be looked into for the next course. Overall, however, the pilot of the Hydra system was very successful and future students can look forward to more of the same.





Core Values

By Trevor McKinnon

MGS Core Values

At the end of Exercise Rolling Progress delegates were asked to identify and then put into priority order those issues emerging from the syndicate work that might be swiftly and relatively easily attended to. The issue that came top of the list was the re-statement of the MGS Core Values. The task of establishing the values and then re-issuing them was delegated to me.

I soon discovered that although there were a number of variations on the theme of honesty, integrity, professional, motivated, efficient etc, there was no consistent set of Core Values.

During consultation the idea was put forward by Marc Shreeve that we mount a competition amongst the workforce to establish a mnemonic which is easy to remember and captures the Core Values.

I am announcing that competition today and would invite entries from all members of the MGS (both uniformed and non-uniformed) to be with Sam Collins of MGS HQ by 31st January 2011. The winner will be selected by the MGS Management Board and the prize (in the form of high street vouchers donated privately by the senior management team at MGS HQ) will be personally presented by Marc at the earliest available opportunity.

Christmas Quiz N°1

- 1 Who was the first British monarch to broadcast a Christmas message to the nation?
- 2 Who banned Christmas in England between 1647 and 1660?
- 3 On which date is Epiphany celebrated in the traditional Western calendar?
- 4 Who are the four ghosts in Charles Dickens' A Christmas Carol?
- 5 What liqueur goes into making a 'snowball' cocktail?
- 6 What is the English title of the carol written in 1818 by Austrian priest Josef Mohr originally called Stille Nacht?
- 7 The Nordic countries (Denmark, Sweden, Norway notably) tend to celebrate Christmas chiefly on which date?
- 8 Presepe in Italy refers to what Christmas tradition?
- 9 What is the popular name for little baked sausages wrapped in rashers of streaky bacon?
- 10 Which of the Wise Men was said to have brought the gift of gold for the baby Jesus?
- 11 The 1954 movie White Christmas was the first to be made using what new Paramount film format?
- 12 What changed in 1752 which caused England to have a White Christmas less frequently thereafter?
- 13 Traditional in Germany at Christmas, what sort of food is stollen?
- 14 According to the UK National Meteorological Office what year (prior to 2007) was the last White Christmas in Britain?
- 15 The Christmas period of 1813-14 saw the last what in London?
- 16 How many gifts are given in total in the song The Twelve Days of Christmas?
- 17 The words "Myrrh is mine, its bitter perfume breathes of life, of gathering gloom..." come from which Christmas carol?
- 18 Christmas Island in the Indian Ocean is a territory of which country?
- 19 Which diarist noted on 25th December 1662, "(Christmas Day). Had a pleasant walk to White Hall, where I intended to have received the communion with the family, but I have come too late..."
- 20 John Callcott Horsley designed what first commercial Christmas item in 1843?
- 21 In Victorian England what people were popularly called robins because of their red uniforms?
- 22 Which popular poem was alternatively known as A Visit from St Nicholas?
- 23 In Britain which token vegetable is often included in the ingredients of a Christmas pudding?
- 24 What animal is Snowball in George Orwell's book Animal Farm?
25. Yorkshireman William Strickland is believed to have brought the first what to Britain from North America in 1526?

[Answers on page 20](#)



Communication - Communication - Communication

By John Egan RM1

During the summer of this year I was tasked by the MGS Management Board to undertake an audit to establish how effective the MGS, as an organisation, communicates with operational MGS officers.

It is widely accepted that communication across a geographically spread organisation can be difficult and the aim of the audit was to establish what we are doing just now, what's good or bad, and how could we do things better. As part of the information gathering exercise a team of auditors from Region 1 visited 3 MGS sites in every MGS Region and carried out interviews with Group Managers, CSO4s and CSO5s. In total over 100 interviews were conducted.

Although the audit uncovered a great number of issues the main points that came out of the audit are listed below:

- ◆ Access to networked computers and the skills to exploit technology is patchy across the MGS
- ◆ In some cases too much information is being provided – information overload!
- ◆ Focus groups between managers and operational staff are very rarely held
- ◆ Group managers complain that they are being “bogged down” with admin processes
- ◆ MGS Form 18 is seemingly being over used and does not provide an assurance that documentation has been read or understood.
- ◆ A general lack of awareness as to why and how the MGS had obtained NSI Gold
- ◆ A general lack of awareness of the Culture Change Programme and the Respect Agenda
- ◆ A general lack of awareness of the role and purpose of the MGS management board
- ◆ An overuse of acronyms

I am now in the process of drafting an action plan to address all of these issues and copy of the plan, with periodic updates, will be posted on the MGS website. As an immediate action you will shortly see an MGS specific “60 Second Digest”, which will be published on a monthly basis, to update all staff on the key issues that are impacting on the MGS as an organisation.

Christmas Quiz N°2

1. Name the eight original reindeer from the 'Twas the Night before Christmas' poem.
2. What Christmas item was invented by London baker and wedding cake specialist Tom Smith in 1847?
3. What is the name of the wood where Winnie the Pooh lives?
4. On which Shakespeare play is the 1961 film West Side Story based?
5. Who sang the theme song to the original Alfie film starring Michael Caine?
6. Which country was the location of the second UK TV series of Auf Wiedersehen Pet?
7. A Macfarlane is what type of clothing item?
8. Anosmia is the technical term for the loss of which sense?
9. Jargonelle, Seckel and Winter Nelis are types of which fruit?
10. What poisonous substance does the cassava root contain?
11. Black velvet is a mixture of stout and which other alcoholic drink?
12. Who founded the Boys Brigade in 1883?
13. From which country does the poinsettia plant originate?
14. The song White Christmas was first performed in which 1942 film?
15. Which UK newspaper was founded in September 1964?
16. Who was the Greek goddess of divine punishment?
17. How many UK chart number ones did the Beatles have (as a group)?



[Answers on page 23](#)

Answers to Spot the Hazard (Page 8)

1. The boxes on the filing cabinet, how are they managing to stay in place?
2. Chips, soooooo many calories!
3. Is that a monitor we can see standing on boxes in the corner?
4. FAT coke!
5. Vinegar – do hope there has been a COSHH assessment.
6. That moustache – what can I say!

Answers to Christmas Quiz n°1 (Page 19)

- 1 George the Fifth (in 1932). 2 Oliver Cromwell. 3 6th January.
- 4 Christmas past, Present, yet to Come & Jacob Marley. 5 Advocaat. 6 Silent Night.
- 7 24th December. 8 Nativity Scene. 9 Pigs in Blankets. 10 Melchoir. 11 VistaVision.
- 12 The Calendar. 13 Cake. 14 2004. 15 Christmas Fair on a frozen River Thames (known as a Frost Fair). 16 78. 17 We Three Kings of Orient Are. 18 Australia.
- 19 Samuel Pepys. 20 Christmas Card. 21 Postmen. 22 'Twas The Night before Christmas. 23 Carrot. 24 A pig. 24 Turkey.



Base guards raise cash for CHAS.



By Gavin Carr

FIVE kind-hearted guards from Faslane's Ministry of Defence Guard Service have recently raised over £2,400 for the Children's Hospice Association Scotland (CHAS).

Steven Pursley, Betty McArthur, Karen McLaughlin, Ruth Duff and John McDermid are all members of the Guard Service's Yellow Watch and over the past few weeks have been running a raffle to raise cash for CHAS.

But before they could begin selling tickets the guards had to first rustle up some prizes, visiting dozens of businesses throughout Helensburgh, Alexandria, Dumbarton and Paisley to come up with the goods.

The end result was 127 different prizes donated to the good cause, everything from a four-ball at the Carrick at Loch Lomond which was donated by Babcock to gift vouchers from Argos, Marks and Spencer and outdoor specialists Tiso.

"Everyone has been so generous and we would like to thank all the businesses and companies who contributed," said Ruth Duff. "Big thanks also to everyone who has bought a ticket and donated money."

On Wednesday, November 17, children and carers from CHAS' Robin House in Balloch visited HM Naval Base Clyde to draw some of the winning raffle tickets. After the raffle was drawn the children and their carers enjoyed lunch in the civilian canteen and they then embarked on a tour of the Base that included a stop off at the MDP Dog Section and look round the Defence Fire Service Station

The day before the five guards had been busy with their collection buckets, setting up at the Naval Base's North and South Gates and collecting a massive £500 in just two and a half hours!

Lillian Stewart, Activities Co-ordinator for Robin House, who took part in the visit said: "All the funds which the guards have raised will go directly to Robin House and to the families.

"We will use the cash to help make the children's lives better and with Christmas coming up we plan to get them out into the community, perhaps on a few outings or trips to the cinema.

"We would like to thank the guards for all their hard work and for organising this visit to the base. The children are really looking forward to a tour of the base's dog section and the fire station.

The five guards are no strangers to charity fundraising. Last year they raised £1,089 for Children in Need and before that came up with cash for cancer research and donated five DVD players to Yorkhill Children's Hospital.

"We decided this year that we would donate to CHAS because it is a local charity and we know they are always in need of funding," said Steven Pursley.

"On September 29 we were lucky enough to get a tour of Robin House and spent the day there looking over the therapy rooms, gardens and rooms for the parents. It is an incredibly good cause and we were delighted to help."

Steve continued: "I would like to give special thanks to Paul Finn and his HOST catering team who run the base's civilian canteen. Not only did they donate £141.62 to the charity, but stepped in to help out with the kid's visit at the last minute, providing lunch for everyone." Steve also said that he and his colleagues really appreciate the support the Base gave to this event and he would also like to thank the MDP Clyde Dog Section, the Clyde Defence Fire and Rescue Service, Jo Carr and Anne Scott and everyone else who bought tickets.



Save a Life

By Robert Williamson
Group Manager RNAD Couplport



Although this has a Scottish slant, there is a link to the National Blood Transfusion Service which has a similar requirement for platelet donors.

Tom Murdoch (back row, left), a CSO5 in the MGS at RNAD Couplport, pictured at a Donor Award Ceremony in Glasgow City Chambers. Glasgow's Lord Provost, Councillor Robert Winter, presented Tommy with a silver quach for giving over 100 platelet donations to the Scottish National Blood Transfusion Service.

Platelets are a component of blood, essential to stop bruising and bleeding. They have the shortest shelf life of all blood components, lasting only five days which means there is a constant and urgent need for platelets and platelet donors. The process is very similar to giving blood, but a specialist cell separator is used, which returns the red blood cells to the donor. This means each session is about 90 minutes long and the donations can be more frequent than whole blood donations. In Scotland, there are cell separators at each of the five regional Blood Donor Centres in Glasgow, Aberdeen, Inverness, Dundee and Edinburgh. Tom travels to Glasgow to donate every three weeks or so and has now made 119 donations so is well on his way to his next award for 125 donations. There are only about 1000 platelet donors in Scotland which makes Tom's dedication and commitment all the more special.

Tom's immediate supervisor and the management team right up to the Depot Superintendent, John Spy are very supportive of his commitment and his achievement has highlighted the fact that the "blood bus" used to come to the establishment but has not been seen in recent years. Arrangements are now being made to reinstate the visits to RNAD Couplport and raise awareness of the need for new donors.

Some facts about platelet donation;

- ◆ There are fewer than 1,500 platelet donors in the whole of Scotland
- ◆ They are highly committed donors, as they can donate every three weeks
- ◆ Platelets only last for five days, so a fresh supply is constantly needed
- ◆ Platelets are used to treat some of our most seriously ill patients
- ◆ Very often cancer patients would not be able to get vital chemotherapy, without first getting platelets.

The following is an extract from the Scotblood leaflet – How your pint saves lives.

"Scotland faces a constant and urgent need for blood and blood donors. To ensure patients in our hospitals receive the treatment they need, we need 1,000 units of blood every single day.

Blood is used in many ways to save lives. Accident and emergency situations can create unpredictable demand. A single road traffic accident can use up to 40 pints. Blood is also used in chemotherapy, so is vital for the care of leukaemia and cancer patients. Just three teaspoons of blood can save the life of a premature baby. Your pint can be split into three separate parts, helping to save or improve the lives of three different people.

Parts of your blood have a very short shelf life of only 5 days. This means we must constantly replenish blood supplies, 7 days a week, 365 days a year. Demand for blood never stops. Every single minute of every single day, someone in Scotland is receiving blood. We are out and about collecting blood donations in Scotland's cities, workplaces and communities every day of the year except Christmas day and New Year's Day. The need for blood doesn't take a rest!

Scotland urgently needs new blood donors to allow us to continue supplying our hospitals safely. By volunteering as a blood donor, you have joined the 6% of the population who give blood. But we need you to increase this figure. Please think carefully about any friends, family members, or colleagues you could encourage to save a life."

More information is available at www.scotblood.co.uk or www.blood.co.uk



Long Distance Leadership

(Slightly tongue in cheek)

By Paddy Brennan, Regional Manager Region 3

It's tough enough managing the people you see everyday. The challenges of getting things done from a distance, different sites or in the case of Region 3 different countries, well Wales is different, they have a Rugby team almost as good as the Irish but can't play football, Ryan Giggs apart that is! Although to be fair they are not really a country but a Principality. Geography can be the enemy of great leadership; some units are over 200 miles from the Regional HQ. Of course not all regions have leaders some by their own admission only have managers; I'm not sure how that works but this is very much a civil service thing I believe. (Or so Marc Shreeve tells me)

Let's look at some of the issues involving our remote sites: -

- ◆ MGS officers don't know what's happening in the wider MGS or the Agency because nobody tells them what's going on (John Egan, is doing a follow up exercise to Kathryn Malough's two year road show to improve communications)
- ◆ They don't really want to work for us; some believe the local CO/HoE is still their boss
- ◆ They don't have IT connectivity so you have to destroy another rain forest to communicate by snail mail. (It's probably not seen by everyone if at all especially if its posted on a notice board in the guard room)
- ◆ It's too difficult to manage the remote sites so why bother
- ◆ Their local Group Manager and or CSO4 know what they are doing let them get on with it (Not sure about that one)
- ◆ I don't have the time to drive all around the country (I'm almost up to the 40 overnights required already this year to justify keeping my GPC card)
- ◆ The Regional Operations Support Manager is too busy, he's on 50% facility time representing all those GMB TU members, Keith, Patricia, Mark.....
- ◆ Its different in each Area and there is no comparison between other Regions (The last bit is true)
- ◆ The customer is happy so why go interfering (Well they were before PR09)

I'm sure there's more. How easy life would be if you were able to manage your staff more effectively, keep them motivated, improve attendance, reduce the number of disciplinary cases, grievances and harassment cases and increase efficiency. (Watch out Trevor we'll do you out of a job yet). Maybe even introduce some or all of the Senior Ops Managers roster review recommendations.

So are there any solutions to assist with improving long distance leadership? Yes there is, let's start by empowering and trusting our junior managers to make their own decisions and to get involved in the business. Yes, there I've said it 'The Business', because that's what we are actually all about, running a business not an operation. The operation is part of our business albeit a very big part but never the less only part of the business. (That should generate a little discussion around Jurassic Park)

Once junior managers, i.e. the Group Managers, have the ground rules established for how you expect things to be done in your patch and give them the authority to act as their grade directs (Please see the Grading Guidance – Group D, Chapter 18, Annex C, you'll be amazed at the extent of your authority as a Band D manager and also get some idea of what is actually expected of you and the word 'Operational' does not appear anywhere) they will respond better to the challenges of the job. You must also address the tough questions quickly and ensure that managers clearly understand that they have your full support even when they make the wrong decision so long as they can justify their reasoning. The same mistake of course won't be tolerated second time around. (For second time offenders you have to devise a severe form of punishment such as humiliation in front of peers at the next management meeting. Only joking, I would never dream of such a thing).

Ensure they all understand their objectives, assuming of course you have set them at the appropriate time of the year in the first place! Hold regular management meetings, usually quarterly, and get them to present their team's results, efficiencies made, sick absences reduced, SHEF issues resolved locally and on any other targets you may have given them for the current period. The Group Manager's Bi-lateral process really does work and given time the Group Managers will appreciate their involvement in the business and at the same time develop their career skills.

Whilst I have knocked up this little article, during a lunch break (honest) to create a filler-up for Flashlight to keep Annita off my back it may be tongue in cheek but there is a serious message in it for those who care to read it. I also have to admit to having read an article not too dissimilar to this some time ago but my version varies sufficiently so as not to infringe any copyright laws (I hope). You could never really compare the MGS to any other organisation so I should be on safe ground.

Editor's comment – *Do you agree with Paddy or maybe you have a different view? Why not give your views about this article on the MGS Blog?*

Answers to Christmas Quiz n°2 (Page 20)

- 1 Comet, Cupid, Dasher, Dancer, Prancer, Vixen, Donner, Blitzen (or Dunder and Blixern).
2 Christmas cracker. 3 Hundred Acre Wood. 4 Romeo and Juliet. 5 Cilla Black. 6 Spain.
7 Coat. 8 Smell. 9 Pear. 10 Cyanide. 11 Champagne. 12 William Smith. 13 Mexico.
14 Holiday Inn. 15 the Sun. 16 Nemesis. 17 Seventeen.





IN SUPPORT OF HELP *for* HEROES

CHARITY NO

CS05 Colin Jackson

Update on Fundraising H4H MGS RAF Welford

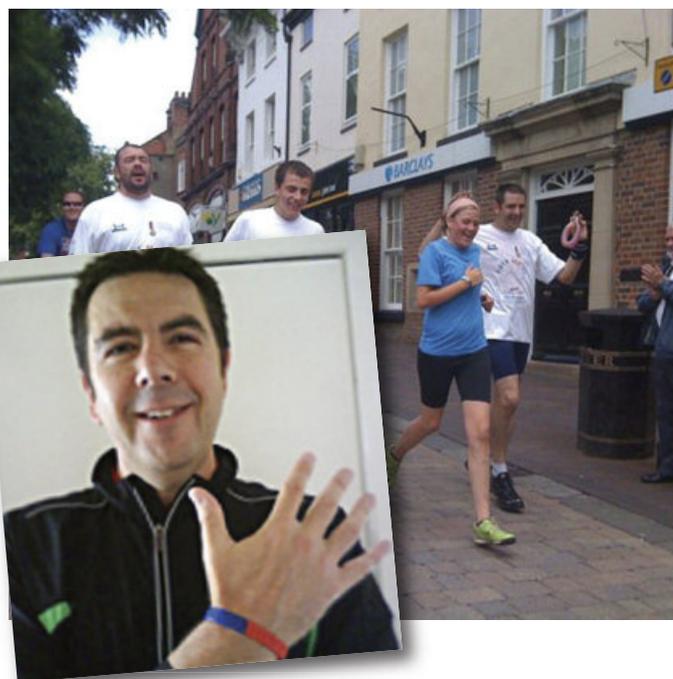


The total at the moment I have for Help for Heroes since August is £2961.60 I have raised. £1213.28 is through sponsorship for next year's London Marathon and the remaining £1748.32 has been through donations and selling merchandise for them.

Well done Colin, keep Flashlight updated.

“A man who is good enough to shed his blood for his country is good enough to be given a square deal afterwards. More than that no man is entitled to, and less than that no man shall have.”

Theodore Roosevelt speech at Springfield Illinois
4th June 1903



Paul Irving Says Give Me 5 for 500 as help for heroes

Editor: Paul, who featured in the Autumn edition of Flashlight was interviewed by BBC Radio Stoke and Stafford:

“Paul Irving from Stone in Staffordshire is aiming to run five miles every day for a total of 100 days for a service charity.

The 500 mile challenge is all in aid of the Help for Heroes charity which looks after wounded servicemen and women returning from Afghanistan and Iraq.

He'll be running at various locations in and around Staffordshire from August through to November.

His slogan for the challenge is "Give me 5 for 500". He told BBC Radio Stoke the reasons behind his challenge: "I actually work in defence and during my time in work I've come across some of the wounded, spoken to them and been inspired by their bravery and what they have done and just had this big urge to actually do something to help them."

When the going gets tough

Paul claims that although it's going to be tough, it's nothing compared to the courage of the soldiers. He uses their plight as his inspiration and motivation:

"If they can rebuild their lives after coming back with horrific injuries, I'm sure me doing five miles a day is just a small price to pay and it'll be worthwhile if I raise lots of money."

To follow his progress, you can visit his blog".

An update from Paul tells us that he has raised the magnificent sum of £4,187.24 to date so a very well done to him.



Policy Update

Flashlight Issue 38



'How To' Guides

Enclosed within this edition are the third in a series of guides intended to provide members of staff with a quick and simple point of reference on matters they deal with on a regular basis. The purpose behind the guides is:

- ◆ To provide simple advice to managers, supervisors and guards on HR issues
- ◆ To direct users to where policy and rules can be found
- ◆ To ensure that staff without IT access are aware of HR policies and procedures
- ◆ To optimise use of HRMS and provide help to those who don't have access to it
- ◆ To give our customers and others using the MGS some assurance on the standards we work to and to know where to seek redress if we fall below those standards
- ◆ To remind guarding teams of standards and procedures (e.g. the use of notebooks, daily occurrence books, recording breaks, handover/takeover, best practice)

This batch of guides covers the following issues:

- ◆ Completing PPPA Form 1909B
- ◆ Recognising, Understanding and Managing Stress for Managers
- ◆ Recognising, Understanding and Managing Stress for Employees

The International Stress Management Association UK states that:

"Stress Management has never been more relevant than it is today. According to recent research by Insurance Company AXA, stress levels have doubled in 4 years".

The How to Recognise, Understand and Manage Stress guides were created in response to the issues raised on the MGS HQ roadshows during April 2010. They were written in consultation with the Senior HR Business Partner - Occupational Health and the Occupational Health Advisor to advise people about stress, the various ways it can manifest, symptoms, prevention and how to manage it. There are two guides available - one to assist individuals who think they may be suffering from stress and one to help managers recognise when a staff member may be suffering from stress and things they can do to try and help alleviate it. They both also include very useful links to external stress websites where factsheets and questionnaires are available to download.

Along with the stress guides you will also find a pull out poster for stress awareness.

- Please pull these out and advertise at your unit to help raise awareness of stress.

The guides, though directed at MGS personnel, deal with issues that have a relevance to people working across the Agency. We would welcome your feedback on the usefulness of the guides (good or bad). You may provide this independently direct to HQ or through your Regional Training Officer.

Step 3: Complete the Hour (H) and Minute (M) boxes for 'Hours Worked' and 'Conditioned Hours'. If you worked a Rest Day, you should record your conditioned H and M as 0:0.

Step 4: If applicable complete the H and M boxes for time you are claiming for 'Untaken Meal Breaks', time you are taking as 'Time Off in Lieu' and hours you are claiming for 'Additional Shift Allowance'.

Step 5: Click 'Add To Claim'

Please Note

- **When claiming overtime, if additional Shift Allowance is missed off the e-form a paper PPPA Form 1943C will need to be completed and submitted to Pay Team 22.**
- ***When wishing to submit an overtime claim for Maundy Thursday it is not possible on the e-forms. In this case paper forms 1909B and 1943C will need completing. (A warning message does appear on HRMS if Maundy Thursday and Public Holiday option is selected).**
- **If a claim has been submitted on HRMS and payment received and there has been an input error a paper PPPA Form 1909B will need to be submitted with "AMENDMENT" annotated at the top. You must immediately inform your Line Manager of the error.**

If you have any queries or questions relating to completing PPPA Form 1909B or the online version that cannot be answered by your line management, please contact the People Pay & Pensions Agency Service Centre on:

Mil: 93345 7772
Civ: 0800 345 7772

Or email at:
peopleservices@pppa.mod.uk



People, Pay
and Pensions
Agency



How To Guide



Completing PPPA Form
1909B—
Weekly Claim for
Payment of Overtime
and Premiums for Shift
Workers
(Incl. Online claim form)

Step 1: Complete all boxes in 'Section 1—Employee Details' except for Pay Team which should be left blank.

Step 2: Complete 'Section 2—Claim Details' with the following:

- Pay Week Ending Date—this must be a Saturday
- Enter 'PH' for any Public Holidays or 'PD' for any Privilege Days during that week. If there were no Public or Privilege Holidays the boxes should be left blank.
- Select 'Yes' or 'No' to confirm whether you are entitled to payment for missed meal breaks or not (if you plan to claim time for untaken meal breaks at point D).
Authorisation for this must be given by a minimum of C2 grade.
- 'A': Here you should enter the actual hours and minutes worked (including time for meal breaks actually taken), with no enhancement for the overtime rate.
- 'B': Here you **must** enter your conditioned hours for the day (including meal breaks). If the day was a rostered Rest Day (whether you worked it or not), complete as R/D.

(A and B must be completed for all days during the week—please see example)

For Public Holidays enter 'PH', for Privilege Days enter 'PD'	Sun	Mon	Tue	Wed	Thu	Fri	Sat
I confirm that I am entitled to payment for untaken meal breaks (Yes / No)							
A. How many hours and minutes did you work on this day (including meal breaks - NI staff only)	12:0	12:0	12:0	12:0	6:0	R/D	R/D
B. How many hours and minutes are you conditioned to work on this day (including meal breaks - NI staff only)	12:0	12:0	12:0	R/D	R/D	R/D	R/D
C. How much time are you claiming for Time Off in Lieu (TOIL)				12:0			
D. How much time are you claiming for untaken meal break(s)							
E. How much extra time are you claiming due to Call/Recall additional credit?							

You must not leave field 'B' blank. If it is left blank it will not be actioned by PPPA.

- 'C': Here you should enter the actual hours and minutes you are taking as time off in lieu (TOIL) instead of payment for the additional hours worked—if none leave blank.
- 'D': Here you should enter the time you are claiming for untaken meal breaks for long working days.

Meal Break Allowances:

- 8.4 hour shift = 1 hour meal break
- 12 hour shift = 1 ½ hours meal break

Additional meal breaks are allowed for longer working days:

- Less than 12 hours = No additional meal break
- 12 hours or more but less than 15 hours = 1/2 hour additional meal break
- 15 hours or more = 1 hour additional meal break
- 'E': Here you should enter how much extra time you are claiming due to Call/Recall additional credit.

If your actual attendance attracts the minimum overtime credit of 3 hours, enter 3 hours. If the actual attendance is more than 3 hours enter the actual hours and minutes of attendance.

Step 3: Complete 'Section 3—Declaration by Claimant' of the form in full and sign. By completing this you are declaring that the information you have provided is accurate. Incomplete or unsigned forms **will not** be accepted.

Step 4: Now send the completed 1909B to:

PPPA, PO Box 99, Bath, BA1 5AB

Or

PPPA, PO Box 38, Stockport, SK8 7NU

If your Region uses ASTAR, please pass the completed 1909B to your Line Management, who will ensure it is accurately recorded onto the system.

Forms **cannot** be sent to the PPPA via email or fax, they **must** be posted.

Completing the Form online using HRMS

If you have access to HRMS, you should submit your claim on line—the form is slightly different, in that you submit it for each individual day rather than a week at a time as per the hard copy form.

Step 1: Enter the date you wish to claim overtime for.

Step 2: Tick the box for Pub/Priv Hol if applicable.*

Defence Academy (DA) Training

The DA offers the following courses to assist managers with welcome back discussions and identifying and dealing with stress in others:

- Welcome Back Discussions (code VG063) –e-learning
- Welcome Back Discussions — Practitioner (code G044) –1 day workshop for managers only.
- Managing Stress (code V372) – e-learning
- Understanding & Managing Stress (code T071) –1 day workshop & distance learning.

Health & Safety Executive (HSE) & International Stress Management Association (ISMA)

These websites provide tools to ensure individuals are effective in managing stress.

HSE offer a 'Stress Management competency Indicator Tool' which can be accessed by visiting the address on the back page of this leaflet, then clicking on the appropriate link under the 'Resources' tab on the right hand side of the page. You will then have the option to save the interactive spreadsheet or PDF document. ISMA offer a range of questionnaires and information sheets to download, such as 'Stress Busting Tips' and 'How to identify stress'. These can be accessed by visiting the address on the back page of this leaflet, then clicking on 'Questionnaires and Downloads' under the 'About Stress' section.

If you would like more information on Stress, please visit the PPPA People Services or the Health & Safety Executive (HSE) website at:

www.hse.gov.uk/stress

Or the International Stress Management Association UK website at:

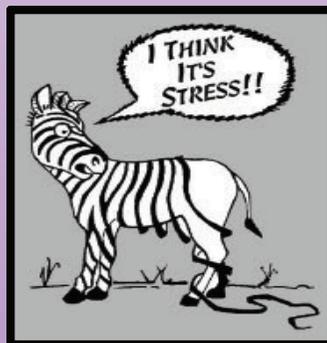
www.isma.org.uk

Defence Academy:

www.da.mod.uk/cmt

01793 314485

96161 4485



How To Guide



Recognising,
Understanding
and
Managing
Stress
For Managers

Stress

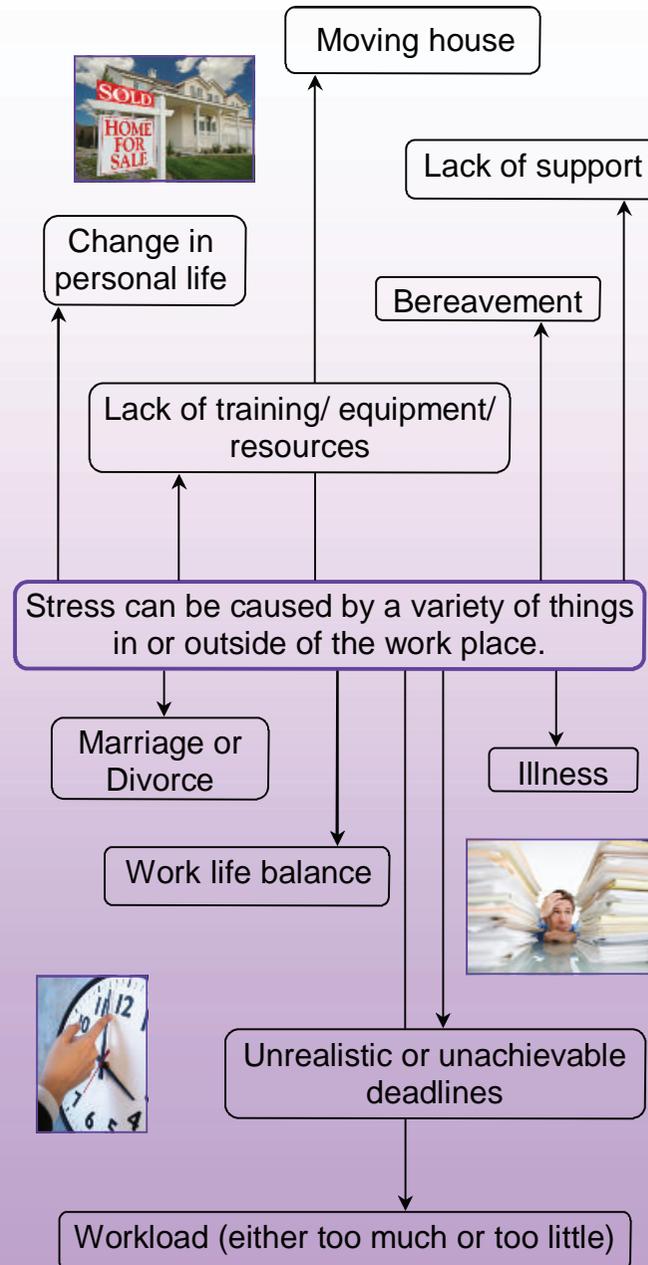


Stress is defined as a demand on your mental or physical energy. Individuals cope with stress in very different ways.

It cannot only affect your mental health but also your physical health.

According to the Labour Force Survey (LFS—statistics published on the Health and Safety Executive website):

- In 2008/09 an estimated 415,000 individuals in Britain, who worked in the last year, believed that they were experiencing work related stress at a level that was making them ill.
- Estimates from the LFS indicate that self-reported work related stress, depression or anxiety accounted for an estimated 11.4 million lost working days in Britain in 2008/09



The role of the Line Manager is key when it comes to recognising and managing stress. One thing you should always remember is that all of your team members will be different; one person's stress may be another person's challenge. You should take the time to know how individual's within your team behave under different pressures and work situations. It is also important to remember that whilst work issues are major causes of stress, it can also be caused by a number of other factors outside of work.

Managers should know their staff and look out for possible signs that someone is suffering from stress. Some possible signs may include:

- **Changes in mood/mood swings**
- **High emotional reactions**
- **Nervous behaviour**
- **Increased sickness**
- **Confusion**

Welcome Back Discussions (WBD)

Managers should conduct a WBD once an individual returns from sick absence. For however long an individual has been absent for and for whatever reason, you should always find a suitable, quiet, private place to conduct the WBD to ensure they are happy and content to come back to work. An alternate working pattern may need to be arranged if it is too soon to return to work on the normal working pattern; this should be discussed with the individual and PPPA should be made aware.

Help To Manage Your Stress

There are various ways in which you can try to overcome stress and stressful situations, here are a few to consider:

- Learn to relax and try some new relaxation techniques
- Get plenty of sleep
- Eat a healthy, balanced diet
- Get some exercise
- Don't take on more than you can cope with
- Take deep breaths

The Defence Academy also offers courses to help you identify and deal with stress:

- Managing Stress (code V372) e-learning
- Understanding & Managing Stress (code T071) –1 day workshop & distance learning.

Health & Safety Executive (HSE) & International Stress Management Association (ISMA)

The HSE & ISMA websites provide a great deal of information on dealing with stress such as 'What is stress?', 'Stress Busting Tips' and 'How to identify stress'. All the information along with downloadable questionnaires/documents can be accessed by visiting the addresses on the back page. To access downloadable fact/work sheets on the ISMA website click on 'Questionnaires and Downloads' under the 'About Stress' section.

If you would like more information on stress, please visit the PPPA People Services or the Health & Safety Executive (HSE) website at:

www.hse.gov.uk/stress

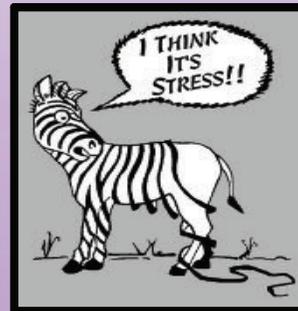
Or the International Stress Management Association UK website at:

www.isma.org.uk

Defence Academy:

www.da.mod.uk/cmt

01793 314485
96161 4485



Remember—your GP can offer you advice and guidance on dealing with your stress.

How To Guide



Recognising,
Understanding
and
Managing
Stress
For Employees

Stress



Stress is defined as a demand on your mental or physical energy. Individuals cope with stress in very different ways.

It cannot only affect your mental health but also your physical health.

According to the Labour Force Survey (LFS—statistics published on the Health and Safety Executive website):

- In 2008/09 an estimated 415,000 individuals in Britain, who worked in the last year, believed that they were experiencing work related stress at a level that was making them ill.
- Estimates from the LFS indicate that self reported work related stress, depression or anxiety accounted for an estimated 11.4 million lost working days in Britain in 2008/09

Indicators Of Stress

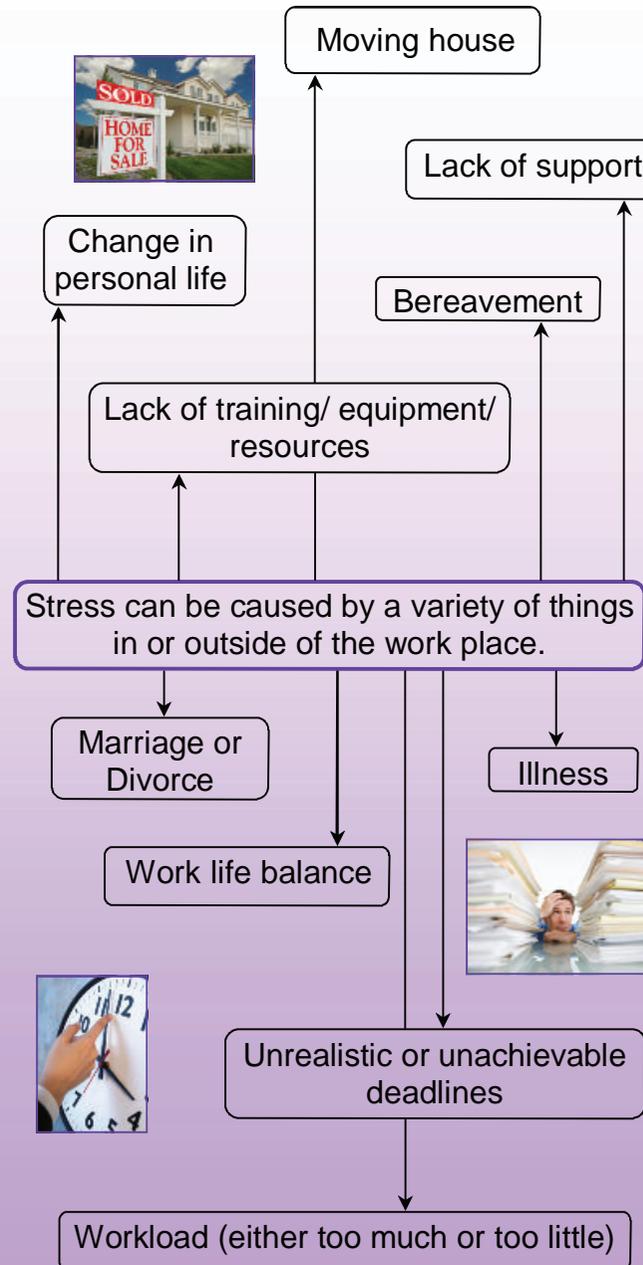
- Changes in mood/mood swings
- Negative thoughts
- Confusion
- Irregular/Disturbed sleep patterns
- Anxiety/Nervous behaviour
- High blood pressure
- Eczema or reddening of the skin
- High emotional reactions
- Increased consumption of alcohol
- Headaches/Fatigue

The above are some possible indicators of stress; however, some symptoms may be caused by other conditions. This information is not a replacement for medical advice and you should speak to your GP/health advisor if you are experiencing or are concerned about any symptoms mentioned.

Understand Your Stress

If you feel you are stressed, firstly, talk to someone about it. This could be a family member, friend, work colleague or manager or your GP, anyone you feel comfortable talking with.

You should try and identify what is causing your stress and identify what can be done to make things better. You should inform your line manager (or if you are not comfortable with this, your countersigning officer or welfare officer) as whether the stress is work related or not, they may be able to do something to prevent the situation from getting any worse or to reduce any pressure you may be experiencing.



Posters

Please also cut out the enclosed posters and display them where possible.



BE STRESS AWARE



MDPGA 2010



For more information on Stress please see:

- ◆ PPPA People Services, or Telephone: 0800 345 7772
- ◆ Health & Safety Executive (HSE) at:
www.hse.gov.uk/stress
- ◆ International Stress Management Association UK
at: www.isma.org.uk
- ◆ For courses available to help manage stress -
Defence Academy: www.da.mod.uk/cmt,
Tel: 01793 314485 or 96161 4485
- ◆ How To Guide - Recognising, Understanding &
Managing Stress For Managers
- ◆ How To Guide - Recognising, Understanding &
Managing Stress For Employees

ALCOHOL

Don't be the



weakest link

**Alcohol can affect
your judgement**

A rgumentative

L oud

C lumsy

O ffensive

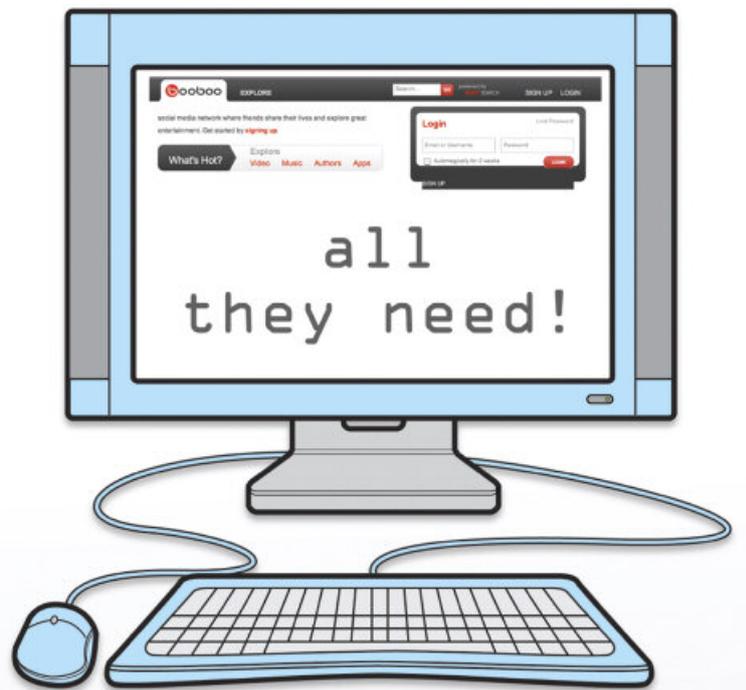
H ostile

O pinionated

L ethargic

Don't let it change

YOU



The enemy is looking
at the bigger picture...

