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The Government White Paper on Defence (SDE 84) outlines the manpower plans for the naval service. It takes into account progress in implementing the policies announced in the 1981 Defence Review (Cmnd. 8288) to cut posts and establishments ashore as well as the changes following the Falklands campaign.

At the time of Cmnd. 8288, the total strength of the naval service (RN, RMs, WRNS, QARNNS, LEPs) was about 74,500 and was rising. SDE 84 sets the target at 11,000 lower than that by the early 1990s as compared with a reduction of 8-10,000 by 1986 in Cmnd. 8288.

The strength of the Navy at any given time compared with any earlier time is the difference between the numbers who have entered and the numbers who have left. As a volunteer force with easy exit terms (generally no more than 18 months' notice) we do not have full control of either inflow or outflow. The

people we need cannot be compelled to join or to stay. To the extent that we can reduce numbers by cutting recruitment and turning volunteers away we have to be careful in two ways. First, long-term confidence has to be established among parents and head teachers and others who influence whether people apply to join the Navy. We draw our recruits from a narrow age range. The ideal is thus a steady state of recruitment so that people know where they stand and can be given advice with confidence.

Violent fluctuations in levels of recruitment harm this confidence. Second, we need to look ahead.

Recruitment is not just to meet the needs of the day but future needs. Among officers we need to find the senior officers of the 21st Century, and among ratings those who will be Petty Officers and Chief Petty Officers in some years' time.

We aim to meet the target as far as possible by not fully replacing natural wastage. This calls for careful control of recruitment.

Officer Recruiting

How the people we have are then employed is another matter. A particular problem is that there are over 80 rating specialisations. There can be some cross-training, but cooks cannot be used as engineers and so forth. Those who join the Navy are not surprised to find themselves serving at sea, but they do like having adequate time with their families. In most cases it is cheaper and better to deal with this by a judicious mix of sea and shore appointments than by following the merchant service and increasing the amount of leave and time off.

Compared with the plans announced in Cmnd. 8288, we need to fill the extra sea billets to run the welcome addition to the number of ships, including those which were to have been placed in the Standby Squadron. This had to be done while controlling recruiting so as to keep the total strength on track to meet the long-term target. This will call for a variety of measures which could range from longer careers (which

will reduce both the need for recruits and the load on the training machine) to ceasing to employ naval personnel on work which others (including reserves) can do.

For example, we need to look critically at how many naval personnel are needed when ships are refitting. We shall also need to reduce the load on the training machine by examining again the need for shore training (e.g. by keeping people longer on work for which they have been trained), the length of courses and the extent to which replacement needs to be provided for those posted to training courses. We need, in short, to remember that manpower is an expensive and valuable resource which must not be wasted. But at the same time we need to remember that manpower is people who have their lives to lead, their families to take care of, their careers to consider. The efficient sailor is the happy sailor.

Navy at work and talking to young officers not much older than himself. By making the maximum use of every opportunity to visit ships and establishments, by strengthening links with the CCF and by encouraging more young officers to visit their old schools, we hope to do much better and achieve the numbers required. Overall that may not be enough and your help as a "talent scout" on the one hand and "retailer" of naval careers on the other is much needed.

Curiously enough there was also a shortfall in sponsorship targets, i.e. Scholarships, University Cadetships and University Bursaries. This may be because potential applicants and their parents wrongly assume that these are for only exceptionally bright young men and there would be little chance of getting one, or, that there is a general unawareness of the fact that there are these financial inducements. In the case of a University Cadetship the remuneration is considerable and a Bursary of £900 a year is a great help to a student living on a local authority grant. Once again your good offices in spreading the word about these grants is needed.

ENGINEER OFFICERS

The Ministry of Defence commissioned in 1983 a tri-service study (The Frodsham Report) into the provision of Engineer Officers for the armed services using a highly reputed consultant. The work is now reported and gives confidence that our policy of educating the majority of our engineers in-house to degree standard and subsequently making provision in training and experience for them to acquire Chartered Engineer status, is a right one. The thrust of the report's recommendations have been approved by the Admiralty Board and measures are in hand to further develop RNEC Manadon as the Navy's technological centre. Planning of a move of the Department of Nuclear Science and Technology from Greenwich to Manadon is in progress. A searching examination of application courses with a view to reducing them is also taking place. The Frodsham Study provides good opportunity to continue to improve the effectiveness in provision of our officers and offers a welcome direction in which to proceed at a time of economic uncertainty, changing technology and service reductions.

Ratings Recruiting

RATINGS RECRUITING

The 1983/84 targets were increased during the year but were met in the end without too much difficulty. Changing targets are the recruiters' nightmare and these increases did cause some problems in one or two branches for the February and March intakes. Within this favourable picture, however, the Artificer target remains the hardest to achieve and requires a DNR travelling presentation team and advertising to get the numbers we need. Competition is extremely fierce from industry for the limited number of good quality candidates in this field.

Although we can still afford to be selective in most branches, the rating application rate is down compared with this time last year and we cannot afford to be complacent. The only exceptions to this are the QARNNS and the WRNS where competition is still extremely fierce for the few places available. The 1984/85 targets overall show a slight increase over last year.

HMS Raleigh

A NEW RALEIGH

For most retired officers memories of HMS RALEIGH are mainly of a hatted New Entry training establishment just outside Torpoint. The reality of 1984 is very different.

A complete rebuild over the past 10 years has transformed RALEIGH into a modern attractive purpose built establishment with a very wide range of facilities unsurpassed anywhere in the Royal Navy. These include 3 Loyal Class ships in the Inshore Training Squadron, the Harbour Training Ship SALISBURY and some 120 power boats and sailing craft. There is also a comprehensive range of sports facilities including a splendid indoor swimming pool (all male trainees **have** to pass the Naval Swimming Test), a golf course and excellent exped areas. On the more leisurely recreational side there is a modern NAAFI complex including a club and disco and the largest collection of space invader type machines anywhere in the three services!

During the same period the range of tasks carried out has also changed — and increased — dramatically. The closures of DAUNTLESS and FISGARD have resulted in all but officers new entry training being transferred to RALEIGH — from artificers, seamen and stewards to Wrens and male nurses. No new entrant RN, WRNS or QARNNS rating escapes the Torpoint ferry nowadays.

The closure of PEMBROKE resulted in the RN Supply School also moving to RALEIGH. The RN Cookery School is physically colocated with the Army at Aldershot but remains a part of the RNSS, manned and run by the navy. So all S and S training is now also a RALEIGH task.

Completing the RALEIGH scene are the basic professional training of Seamen ratings and WRNS Quarters Assistants, a sea cadet/CCF squadron, the Trevel Ranges and the Plymouth Command Schools for Firefighting, NBCD, First Aid and Seamanship. All told some 24000 trainees and students (including 5500 cadets) will be passing through the establishment this year on 670 courses of 88 different types. So RALEIGH 1984 is busy and complex. But its basic atmosphere is unchanged and it remains the cheerful and bustling place it always was. And its products stand comparison with the best of yesteryear.