

## **Annex C – PROGRAM OF WORK (PoW) – HFM-107/TG-034 RECRUITING AND RETENTION OF MILITARY PERSONNEL JUNE 4<sup>TH</sup> 2006**

### **C.1 1<sup>ST</sup> MEETING: MAY 20 – 23, 2003, ANTALYA (TUR)**

- Establishing PoW.

#### **Between 1 & 2 TG Meeting:**

- Each nation gives a broad outline of its recruitment processes and describes its R&R strategies:
  - Address the topics in the TOR.
  - Format: EXCEL table (for comparison purposes) **and** Word document for example with a table (for the report).
  - Identify if strategy addresses Recruiting, Retention or both.
  - Identify major issues driving current/future strategies.
  - To do points:
    - Dutch delegation will present an example template of recruitment process/ R&R strategies by 20<sup>th</sup> June in the forum. Feedback is expected by 4<sup>th</sup> July. Final report ASAP.
    - US delegation will produce an outline of a letter that gives information of what we do for potential new members by 4<sup>th</sup> June. Comments are expected by 17<sup>th</sup> June. Chair will get the redraft by 21<sup>st</sup> June and will distribute the final checked letter by 30<sup>th</sup> June. Addressees to be provided by US delegation.
    - Collect and/or reference Recruitment information for next meeting.
    - Chair will produce a report of the 1<sup>st</sup> meeting, distribute the PoW by 6<sup>th</sup> June and will take care of the agenda for next meeting. Finally, the Chair will check whether a visit to a selection center is possible.
    - Belgian delegation will contact Webmaster to discuss folder options for the newsgroup to make it easier to find the research articles that will be sent there and will check the workshop options (HFM, IMTA, IAMPS, etc.) to link our workshop with one of them.
    - Canadian delegation will produce a draft template of the database/chapter.

### **C.2 2<sup>ND</sup> MEETING: SEPTEMBER 23 – 26, 2003, BONN (DEU)**

- Present national R&R strategies in combination with the topics.
- Refine the topics.
- Agree upon the standardized format and the burden sharing for writing the topic chapters.
- Continue the work on R&R strategy text.
- Brainstorm development of the generic model.
- Plan/prepare workshop (incl. information about IMTA/IAMPS, selecting workshop options under deliverables).

- Agree upon database format (forum).
- Probable visit to a military facility (e.g., selection center).

**Between 2 & 3 TG Meeting:**

- Write draft of topic chapters:
  - Include ‘models’ pertaining to the topic.
  - Include information concerning topic-issues from member nations serving as examples.
  - Post drafts on forum two weeks prior to meeting.
- Continue work on R&R strategies (try to finalize them).

**C.3 3<sup>RD</sup> MEETING: MAY 11 – 14, 2004, BATH (GBR)**

- Present and discuss the draft topic chapters.
- Integrate the topic chapters into final format (format will be specified before).
- Finalize work on R&R strategy text including the topics.
- Develop the generic model based on sub-group work.
- Prepare workshop.
- Review development of the database.

**Between 3 & 4 TG Meeting:**

- Revise draft of topic chapters.
- Prepare/finalize workshop (possibly be ready for conducting it in Fall 2004 if conference scheduling dictates this is the best option).
- To be determined (TBD).

**C.4 4<sup>TH</sup> MEETING: AUGUST 31 – SEPTEMBER 3, 2004, OTTAWA (CAN)**

- Refine model.
- Discuss new drafts of topic chapters.
- Prepare/conduct workshop (depending upon finalizing the scheduled time. Possibly change the date/location due to IMTA).
- Review development of the database.
- Other (e.g., R&R strategy, etc.).

**Between 4 & 5 TG Meeting:**

- Possibly prepare workshop.
- TBD.

### **C.5 5<sup>TH</sup> MEETING: MAY 10 – 13, 2005, AMSTERDAM (NLD) (TENTATIVE)**

- Continue work on generic model.
- Continue work on final report.
- Review development of the database.
- Possible change of date/location due to IAMPS.

#### **Between 5 & 6 TG Meeting:**

- TBD.

### **C.6 6<sup>TH</sup> MEETING: SEPTEMBER 2005 (USA) (TENTATIVE)**

- Finalize all relevant texts.

## **C.7 DELIVERABLES**

### **1) Final Report**

- a) Executive Summary.
- b) Current information on R&R strategies of the member countries.
- c) Topics (from the TOR).
  - i) The psychological contract.
  - ii) The influence of information on turnover.
  - iii) Management of selection and classification (S&C).
  - iv) Values research.
  - v) Individual needs.
  - vi) Transition.
  - vii) PERSTEMPO/OPSTEMPO & Quality of life.
  - viii) Pay and benefits.
  - ix) Gender & minority issues.
- d) Generic Model.

### **2) Database of Recruitment / Retention Research and Country Data**

- a) Put all material on NATO website.
- b) Organize database (contact webmaster, reference system? ...).

### **3) Workshop**

a) Possible options (depending on a number of external decisions):

i) Together with IMTA 2004 in Belgium:

- Depends on:
  - Agreement BEL authorities (likely).
  - Agreement of NATO (HFM/RTB) (needs a review of 2004 program, should be achievable).
  - Agreement of IMTA (likely).
- Pros and cons:
  - **Pro** – IMTA takes care of logistics (parallel tracks).
  - **Pro** – very big audience, well focused for topic of our workshop.
  - **Con** – registration fee (300 EUR?).
  - **Con** – relatively early in lifetime of TG.
  - **Con** – effect on travel funding for attending Ottawa meeting?

ii) Together with IAMPS 2005:

- Depends on:
  - Whether it happens in NATO country.
  - Agreement of organizing country.
  - Agreement of IAMPS sponsors (ONR, ...).
- Pros and cons:
  - **Pro** – IAMPS takes care of logistics (no parallel tracks).
  - **Pro** – big audience, less focused for topic of our workshop.
  - **Pro** – no or less registration fee.
  - **Pro** – good timing for TG.

iii) Together with IAMPS 2006:

- Similar scenario but later.

iv) On our own:

- Pros and cons:
  - **Pro** – more freedom as to where/when.
  - **Con** – big job for logistics.
  - **Con** – smaller audience.
  - **Con** – funding? or registration fee.