

## OVERVIEW – SAS-059 FINAL PROJECT BRIEFING

# Human Resource (Manpower) Management (HRM) RTG SAS-059 Final Report

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## Presentation Overview

- ✓ NATO Manpower Management
- ✓ Justification
- ✓ Objectives
- ✓ Deliverables
- ✓ Participants
- ✓ Meetings and Workshops
- ✓ Code of Best Practice



## **Code of Best Practice**

- ✓ Introduction
- ✓ Current HRM Practices in Military and Non-Military Organisations
- ✓ HRM FRAMework Model (HRFRAM)
- ✓ HRM Data Issues
- ✓ Review of Occupational Classification Systems
- ✓ Conclusions and Recommendations



## **NATO Manpower Management**

- ✓ To meet the military imperative within the constraints of the manpower made available by nations.
- ✓ The military imperative is that any military organisation be effective and cost-efficient in peacetime but be able to transform to an agreed establishment to meet a crisis in a specified timescale and with minimum re-organisation, as required.
- ✓ Military organisations must be capable of operating in Article V and other operations in accordance with their agreed roles and responsibilities, within given time-frames.



## Justification – 1

- ✓ Personnel support is a national responsibility
- ✓ Personnel
  - Different ranks
  - Different experience levels
  - Different skills and competencies
- ✓ No standart approaches for HRM systems



## Justification - 2

- ✓ Very broad and complex area
- ✓ From the development of manpower required (skills, numbers and organisational models)
- ✓ To the distribution of the personal authorized against the requirements
- ✓ Getting more complex by the extensive and different parameters needed at the strategic operational and tactical levels



## Justification - 3

- ✓ Three factors that significantly hampers these efforts
  - ✓ The lack of data
  - ✓ Non-harmonized processes
  - ✓ Insufficient synchronization between the various and systems



## Objectives - 1

- ✓ Identify best practice in HRM
- ✓ Identify the data requirements needed to successfully implement strategic and operational HRM.
- ✓ Identify the data issues and considerations regarding the successful implementation of strategic and operational HRM.



## Objectives - 2

- ✓ Develop a common language based on occupational areas to categorise the skills and competencies required.
- ✓ Examine the feasibility of developing a common language based on occupational areas to categorise the skills and competencies required.
- ✓ Catalogue the current HRM models, methods, and methodologies across NATO bodies, NATO and PfP Nations.



## Deliverables

- ✓ Technical Report
  - ✓ The best practice in HRM.
  - ✓ HRM data issues and considerations.
  - ✓ A catalogue that categorizes the current HRM models, methods, and methodologies.
  - ✓ Occupational Classification Systems.
- ✓ Symposium



## Participants



C. MOMBOURQUETTE – P. BENDER



T. HUMM – R. JUNG



P. OSTBYE



S. TERNBLAD – T. SVANERHOLM



L. BREWARD - N. SUBRAMANIAN – G. PORTER  
H. KEELING - T. KING - F. KATE



A. OZKIL - O. KARASAKAL, N.KARACA OGLU,  
A. BULBUL - B. BOGABAKIRLI - E. CICEK



A. CLEMENTS - G. FRIEDRICH (NC3A)



## Meetings and Workshops

- ✓ 1 st Meeting Istanbul (TUR)
- ✓ 2 st Meeting } The Hague (NLD)
- ✓ 1 st Workshop }
- ✓ 3 st Meeting Bonn (DEU)
- ✓ 4 st Meeting Stockholm (SWE)
- ✓ 5 st Meeting Oslo (NOR)
- ✓ 6 st Meeting } Ottawa (CAN)
- ✓ 2 nd Workshop }
- ✓ Editorial Meeting Fornborough (GBR)



## HRM -1

✓ Includes all processes that enable, guide, execute and control the matching of personnel supply to the jobs required i.e. “spaces vs. faces”.

✓ Operational and Strategic HRM

✓ Operational deals with individuals, such as career planning, whilst strategic focuses on the system as a whole, i.e. **“having the right numbers in the right places at the right time”**.



## HRM - 2

✓ Strategic HRM is a general approach to the management of human resources in accordance with the intentions of the organisation on the future direction it wants to take.

✓ Strategic HRM is the overall framework which determines the shape and delivery of the individual strategies.



## **HRM - 3**

- ✓ **Operational HRM are tactical in nature.**
  - ✓ **Employment applications are processed,**
  - ✓ **Current openings are filled,**
  - ✓ **Supervisors are trained,**
  - ✓ **Safety problems are resolved**
  - ✓ **Wages and salaries are administered.**



## **Intended Audience**

- ✓ **HR Groups in NATO, NATO and PfP nations.**
- ✓ **Individuals seeking an understanding and appreciation of the main components of Defence HRM and the relationships between those components.**
- ✓ **NATO and PfP nations who have yet to build robust and effective HRM systems**



## HRM in Non Military Organisations - 1

- ✓ Shift from a fully controllable resource to a new dimension that treats personnel issues such as working environment, warfare of personnel their feelings, creative personnel as high priority
- ✓ Consideration of human to maintain position within market.
- ✓ Less hierarchical, more flexible and decentralized organisations.
- ✓ HRM polices started to be integreted with business strategies.



## HRM in Non Military Organisations - 2

- ✓ Job Definitions (more stable in military, more flexible in non-military)
- ✓ Recruitment (only recruit at the entry levels in military, at any level in non-military)
- ✓ The decisions taken in HR planning in military organisations in the short term may have long term implications.



### **HRM in Non Military Organisations - 3**

- ✓ The personnel pool from which you recruit, select and promote is different for military and non military.
- ✓ In entry levels, military organisations rely on mainly external resources. For upper levels, military organisations must select or promote personnel from within the organisation.
- ✓ However non military organisations can use both internal and external resources for any level.



### **HRM in Non Military Organisations - 4**

- ✓ In military organisations there is a requirement for some level of training before being able to carry out a job. This is not always the case in non military organisations.
- ✓ Military organisations will have in house training while non military organisations may not have this requirement.
- ✓ The results from performance appraisal systems have different effects.



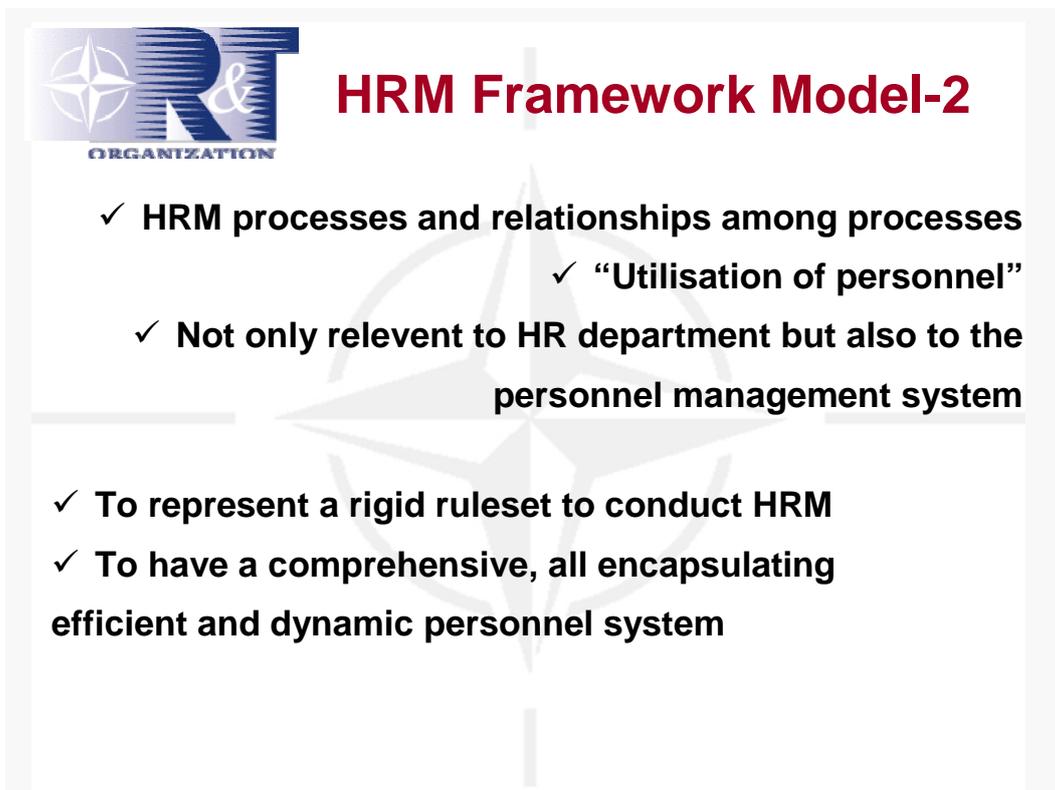
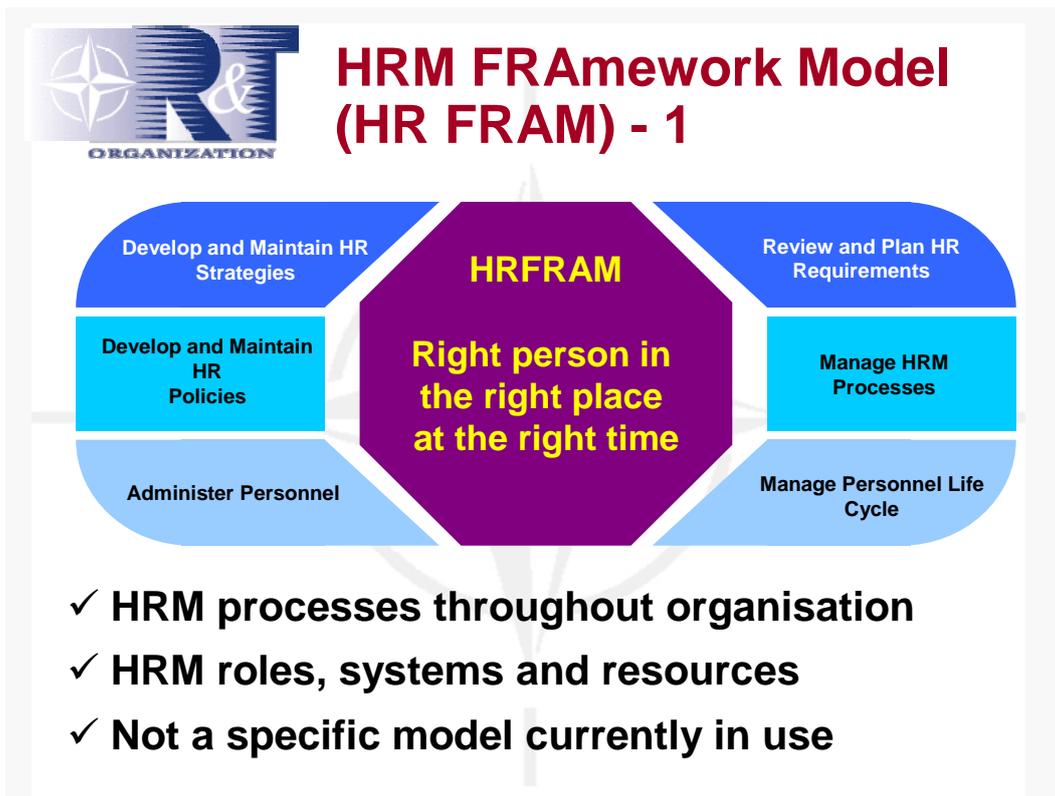
## HRM in Non Military Organisations - 5

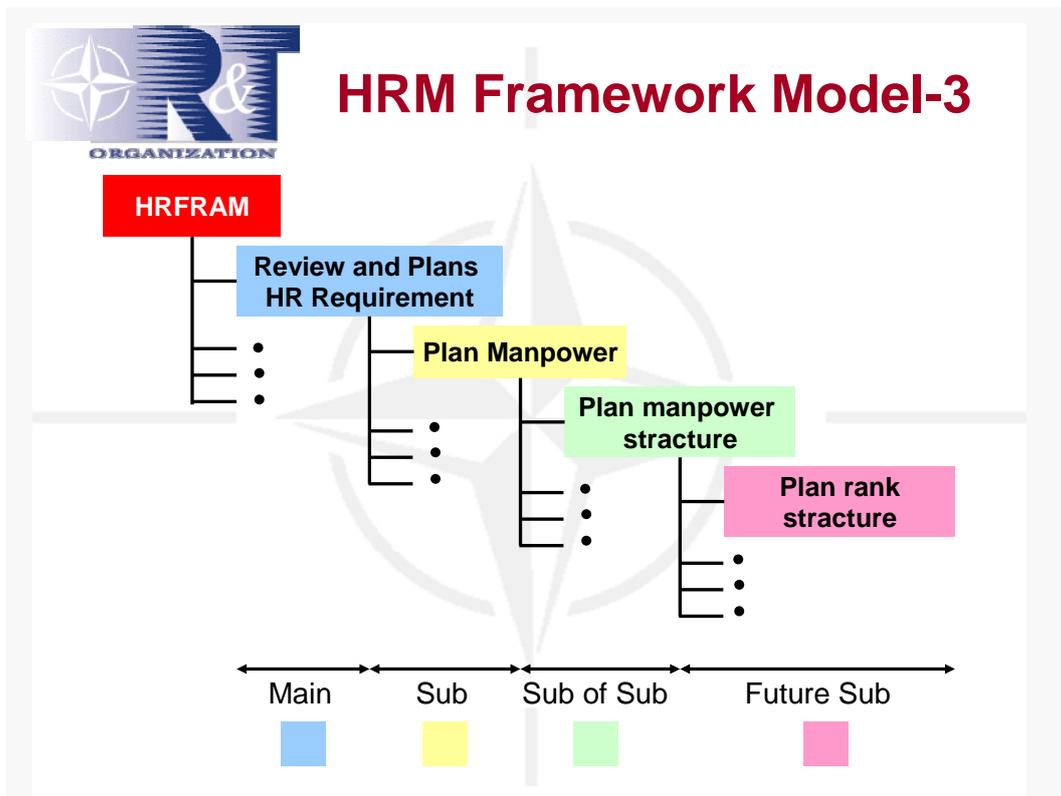
- ✓ While in military organisations one has to promote rank by rank and salary is linked directly to rank and years of service, promotion can include more than one level at one time and salary can be directly linked to performance in non-military organisations.
- ✓ Military personnel particularly officers are required to undertake a series of different roles before they can be assigned to specific post. This may not be case for non-military.



## HRM in Non Military Organisations - 6

- ✓ Career planning should be carefully designed to ensure officers have the opportunities to gain the experience required in order to be assigned to a specific job or be promoted.
- ✓ This is not always the case in non military organisations where you have the opportunity to recruit from external sources.







## Review and Plan Requirements

- ✓ Evaluate personnel requirements
- ✓ Analyse fulfilment feasibility
- ✓ Plan manpower



## Develop and Maintain HR Policies

- ✓ Monitor and assess existing policies
- ✓ Analyse alternative policies
- ✓ Implement HR policies



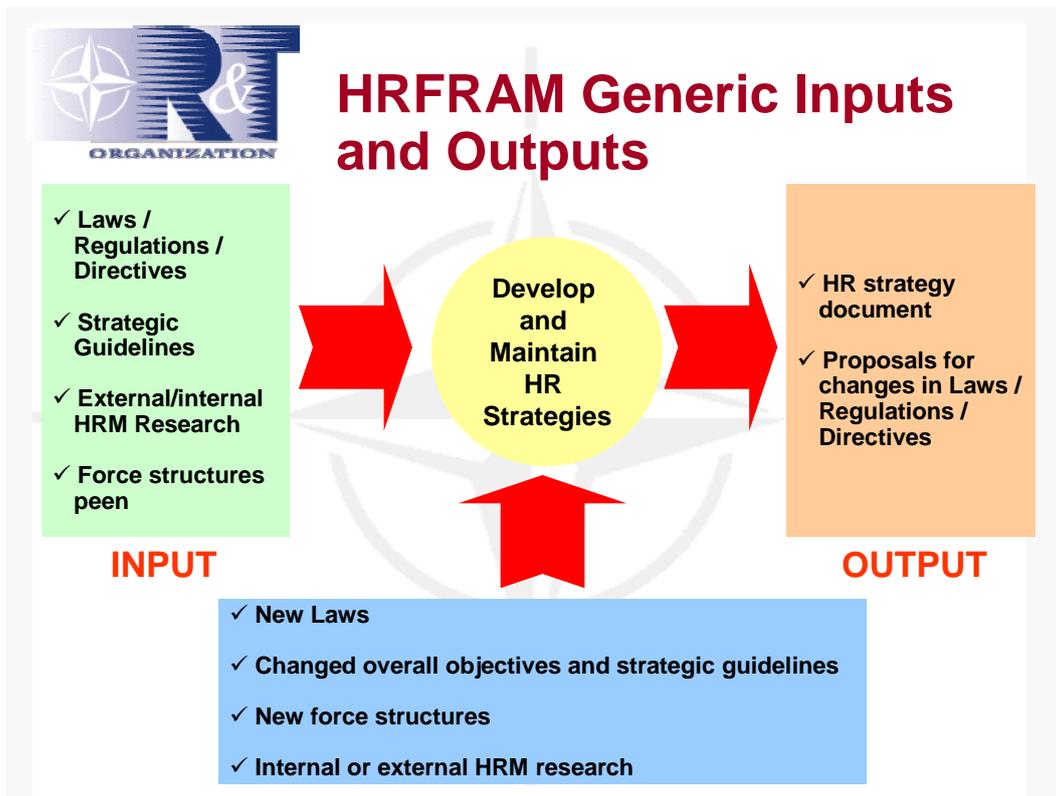
## Manage Personnel Life-Cycle

- ✓ Recruit personnel
- ✓ Develop personnel
- ✓ Discharge personnel



## Administer Personnel

- ✓ Manage personnel budget
- ✓ Administer legislative issues
- ✓ Conflict resolution
- ✓ Promote personnel
- ✓ Assign personnel
- ✓ Administer employment contracts
- ✓ Maintain regular reservists
- ✓ Administer daily routines
- ✓ Administer monetary and non-monetary benefits




## The Questionnaire Models and Methods That Support HRFAM -1

**Q-1. Identification.**  
State the name of the nation and the affiliation of the respondent(s).

**Q-2. NAME.**  
What is the name of the model (expand acronyms in full)

**Q-3. BRIEF DESCRIPTION OF THE MODEL/METHOD.**

**Q-4. DOMAIN OF THE MODEL/METHOD.**  
On what areas/types of problems is this model applicable? (indicate all that apply)

- Developing HRM Strategy and Processes.
- Managing HRM Processes.
- Maintaining HR Policies.
- Reviewing and Planning HR Requirements.
- Administering Personnel.
- Managing Personnel Life-Cycle.
- Other (specify).

**Q-5. MODEL/METHOD CLASS.**  
What is the type of the model/method? (indicate if more than one applies):

- Mathematical model.
- Simulation.
- Optimisation model.
- Statistical models.
- other (specify).

**Q-6. DATABASE(S).**  
Are there any database(s) associated with this model/method? (Please write a brief description of the database(s))

**Q-7. MODEL/METHOD STATUS.**  
What is the status of the model/method? Select from “in operation”, “under development” or “conceptual”.

**Q-8. QUANTITATIVE METHODS USED.**  
What are the main quantitative methods used (e.g. simulation, linear programming, etc)



## The Questionnaire Models and Methods That Support HRFAM -2

**Q-9. QUALITATIVE METHODS USED.**

What are the main qualitative methods used (e.g. military judgement, Delphi, multi criteria decision analysis, etc.)?

**Q-10. BASIC INPUTS TO THE MODEL/METHOD.**

**Q-11. BASIC OUTPUTS OF THE MODEL/METHOD**

**Q-12. SOFTWARE IMPLEMENTATION.**

- In what programming language is the model implemented?
- On which hardware platform is the model implemented?
- What are the special hardware requirements?

**Q-13. MODEL/METHOD USE.**

- How often has the model been used?
- Is the model/method releasable to nations and PfP?
- List model/method documentation (e.g. user guide, logbook) that are releasable to nations and PfP.
- List model/method documentation that shows applications of this model over the past 5 years that may be nations and PfP releasable.

**Q-14. STRENGTHS AND WEAKNESSES.**

- What are the strengths of this model?
- What are the weaknesses of this model?

**Q-15. SUMMARY ASSESSMENT.**

Please provide summary description of the value of this model in HRM.

**Q-16. ADDITIONAL INFORMATION.**

Please provide any additional information that is relevant to the model that has not been covered under previous questions.

**Q-17. POINT OF CONTACT.**

Please list the name, position, and contact details of the point of contact for this model.



## Models and Methods for “Managing HRM Processes”

MODELS	NATION
PROSAM (Promotion System Analysis Model)	TUR
Planning Personnel Provision and Training Model	TUR
Armed Forces Compensation Scheme	GBR
VA Financial Forecast Model. DASA P&P	GBR
VA Workload Forecast	GBR



## **Data Related HRM Problems**

- ✓ **Non-availability of data**
- ✓ **Non-standardized data across Nations**
- ✓ **Poor data quality**
- ✓ **Difficulty in obtaining data**
- ✓ **Lack of interoperability of data systems within and across NATO and Peace for Partnership Nations**
- ✓ **Duplication of data**
- ✓ **Lack of normalization in data**



## **HRM Data Issues -1**

- ✓ **HRM Analysis require maintaining a huge personnel data base and management of these data sets**
- ✓ **The types and quantities of data in these data sets one increasing continually**
- ✓ **The change and progress in the types of the data limit the possibilities of using a whole data base which is unique to HRM**



## HRM Data Issues -2

- ✓ Simple statistical calculations were replaced by complex models in which various data sets are needed to make predictions and inferences
- ✓ Not only collect but also update the datasets are needed
- ✓ Data sets from different countries are needed to be standardized



## HRM Data Issues -3

- ✓ Classification of HRM datasets
- ✓ Managerial and related with personnel affairs
- ✓ Analytic HR data sets for controlling HR system
- ✓ The systems are becoming more and more dependent on historical data sets
- ✓ Some of the data needed by HRM must be compatible with NATO and NATO nations.



## **Occupational Classification Systems**

- ✓ Identifies the nature of work required
- ✓ Advises on the knowledge and skills necessary to perform that work
- ✓ Can be used to perform a multitude of task



## **Reasons for Developing on Occupational Classification System**

- ✓ To allow workers to work more efficiently
- ✓ To work to be manageably more efficiently
- ✓ Enables us to identification the simulates and differences between work fruitions



## Different Occupational Classification System

- ✓ The standard occupational classification (Soc)
- ✓ Holland, Hexegow
- ✓ The world of work map (MM)
- ✓ The North American Industry Classifications Systems (NAICS)
- ✓ The Minnesota Occipital Classifications Systems (MOC III)
- ✓ Occupational Information Network (O\*Net)
- ✓ Skills and framework for the Information age (SFIA)
- ✓ NATO Occupational Code (NC)



## O\*NET Occupational Information Network

The Content Model Forming the Foundation of O\*NET



- ✓ Common league for defining and describing occupations
- ✓ Database contains information about knowledge, skills ed abilities (KSAs), interests general work activities, (GWAs) and work context



## The Skills Framework for the Information Age (SFIA)-1

- ✓ Give employers a framework which they can use to measure the skills they have against the skills they need and identify skill gaps
- ✓ Allows ICT practitioners and users to benchmark which skills they need for particular jobs or career paths
- ✓ Gather labour market intelligence coherently and consistently
- ✓ quantify the skill requirements of the ICT market
- ✓ identify skills which are in short supply, or report on how short the supply is
- ✓ Set national education and training targets for the IT community
- ✓ Tell education and training providers what the job market wants



## The Skills Framework for the Information Age (SFIA)-2

- ✓ Two dimensional framework
  - Areas of work
  - Levels of responsibility
- ✓ Each level;
  - Follow
  - Assist
  - Apply
  - Enable
  - Ensure, advise
  - Initiate, influence
  - Set strategy, envision



## NATO Occupational Code -1

- ✓ No consistent skill categorization system across the nations.
- ✓ NATO Consultation Command and Control Agency (NC3A) began to develop NATO Occupational Area Codes (NOC) to enable member Nations to assess the qualifications and background of their prospective fill against NATO post requirements.
- ✓ The NOC will help with the assignment of a fully qualified and trained body of personnel to NATO billets.



## NATO Occupational Code -2

- ✓ The NOC has been developed through combining commercial and military standards for skill categorization using,
- ✓ UNESCO International Standard Classification of Education (ISCED) 1997,
- ✓ Fields of Education and Training Supplementary Manual 1999 (Statistical office of the European Communities-EUROSTAT) and Skills for the Information Age (SFIA) v3 2005.



## **NATO Occupational Code -3**

- ✓ **Classified into ten main areas.**
  - ✓ **The first eight of these areas contain general skills and professions.**
  - ✓ **Ninth area is belonging to Information System Engineering and Maintenance.**
  - ✓ **Last area is devoted for Military and Defense.**
- General skills and professions are grouped as below**



## **NATO Occupational Code -4**

- ✓ **Education**
- ✓ **Humanities and Arts**
- ✓ **Social Sciences Business Law**
- ✓ **Science Mathematics and Computing**
- ✓ **Engineering Manufacturing and Construction,**
- ✓ **Agriculture and Veterinary,**
- ✓ **Health and Warfare**
- ✓ **Services**



## Primary NOC Skill Level and RankGrade (NOC-5)

Skill Level	Meaning	Military Rank	Civilian Grade
1	follow	OR-1/2/3	B-1/2; C-1/2/3/4
2	assist	OR-4/5/6	B-3/4; C-5/6
3	apply	OR-7/8/9	B-5/6
4	enable	OF-1/2; WO-1/2/3	A-1/2; LT-2
5	ensure, advise	OF-3; WO-4	A-3; LI-3/4; LT-3/4
6	initiate, influence	OF-4	A-4
7	set strategy, inspire, mobilise	OF-5	A-5
8	set vision, lead	≥ OF-6	≥ A-6



## Conclusions -1

- ✓ RTG SAS-059 developed a generic framework model HRFRAM that identifies all of the important processes of HRM for military organisations instead of a specific detailed model.
- ✓ The group also derived generic inputs and outputs for the six main processes of HRM FRAM.
- ✓ It was decided to identify the data issues and considerations regarding the successful implementation of strategic and operational HRM instead of having a HRM data model.



## Conclusions -2

- ✓ The main problem areas related with HRM data were identified
- ✓ We examined the facility of developing a common language based on occupational areas
- ✓ The development of an occupational code system compatible with NATO's range of mission that will help nations to nominate appropriate candidates for NATO positions



## Recommendations -1

- ✓ Since defining NATO billets in details requires a huge study, it may not be possible to accomplish the study via task groups which are formed by temporary personnel, and work on part time basis.
- ✓ It is essential to form an official, permanent unit working on a fulltime basis in order to realize the study.
- ✓ NATO should lead the unit, and member nations should contribute representatives into the unit.
- ✓ The main objective of the unit must be to produce an occupational code system (OCS) compatible to NATO's scope of missions. (similar to O\*NET or SFIA).



## Recommendations -2

- ✓ The OCS needs to be negotiated by member nations, so that the study can end up with a common final OCS which is adoptable to member nations as well.
- ✓ In the end, the finalized OCS is expected to guarantee that member nations suggest right person for an open NATO position without further efforts.
- ✓ The OCS unit may later downsize to a core number of personnel adequate to update the system according to changing requirements.
- ✓ A NATO organisation must be responsible for life cycle management of NATO OCS.
- ✓ Further research on tools, models and methods for those specific issues is expected to provide mutual benefits for NATO and PfP nations.

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