

From: Byford, Maria AVM (Air-COSPers) S40
Sent: 07 July 2022 09:07
To: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) S40
Cc: S40
Subject: RE: 20220707-Pause of Course Loading COAs-OSP

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Jo

CoA 2 supported for action asap.

I think Monday's discussion with DCom Cap will help shape what we do next.

Maria Byford (she/her)

AVM M Byford QHDS RAF
Chief of Staff Personnel & Air Secretary | S40

From: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) <S40>
Sent: 07 July 2022 09:02
To: Byford, Maria AVM (Air-COSPers) S40
Cc: S40
Subject: 20220707-Pause of Course Loading COAs-OSP

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Ma'am,

Prior to your leave we paused recruitment at the offer / course loading stage to ensure the SLT had decision space to consider what they would like to do with the IY ITR (op requirement) vs Diversity LOAs. As a result we have now have S40 and S40 candidates awaiting offers / course loading.

BLUF: COS Pers to consider enacting CoA 2 which would allow R&S to course load S40 candidates that have selected priority Professions asap (or NLT 12 Jul 22). Suggest we can discuss the benefits of maintaining a Pause once we have introduced the various CoAs at the H2A on 11 Jul.

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CoA 1 – Continue the pause on Phase 1 course loading.

- Immediate impact of lost training places on the BRTC which commences on 26 Jul 22.
- Puts SOITC (16 Sep 22) training places at risk. The next SOITC does not commence until 27 Mar 23.

CoA 2 – Unlock Course loading for priority Professions (ie ^{S40} candidates) only.

- ^{S40} candidates for priority Professions are waiting BRTC course allocation
 - ^{S40} are Women.
 - ^{S40} are Ethnic Minorities.
- ^{S40} candidates for priority Professions are waiting SOITC course allocation.
 - ^{S40} are Women.
 - ^{S40} are Ethnic Minority.

Overall this would take IY ITR achievement from 56% to 58% against the DE ITR IY.

This would decrease Women LOA from 17.98% to 17.93% against the DE ITR.

This would increase EM LOA to 6.65% to 6.72% against the DE ITR.

CoA 3 – Resume Course loading for all Professions.

- ^{S40} are waiting course allocation (*would take IY achievement from 57% to 61% against the DE ITR*).
 - ^{S40} candidates are for priority Professions.
 - ^{S40} candidates are Women (*Women LOA would decrease from 17.98% to 17.86% against the DE ITR*).
 - ^{S40} candidates are Ethnic Minority (*EM LOA would decrease from 6.5% to 6.6% against the DE ITR*).
- There are no additional Officer Candidates waiting to be course loaded at present due to this having been conducted up to 6-months in advance of trg starting.

As ever, I stand ready to discuss, if required.

Many thanks,

Jo Lincoln

Air Commodore Jo Lincoln MBE (She/Her) | ACOS Workforce Requirements and Recruiting

| ^{S40}

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From: Byford, Maria AVM (Air-COSPers) <S40 >

Sent: 02 August 2022 12:21

To: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) <S40 >

Cc: S40

Subject: RE: 20220802-Cse Loading Request-OSP

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Out of Scope

Maria Byford (she/her)

AVM M Byford QHDS RAF

Chief of Staff Personnel & Air Secretary | S40

From: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) <S40 >

Sent: 02 August 2022 11:57

To: Byford, Maria AVM (Air-COSPers) <S40 >

Cc: S40

Subject: 20220802-Cse Loading Request-OSP

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Ma'am,

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Many thanks,

Jo Lincoln

Air Commodore Jo Lincoln MBE (She/Her) | ACOS Workforce Requirements and Recruiting | S40

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From: Byford, Maria AVM (Air-COSPers) <S40 >

Sent: 01 August 2022 16:10

To: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) <S40 >

Cc: S40 >

Subject: RE: 20220801-Cse Loading Request-OSP

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Thanks Jo

I agree COA 2, with the following amendment:

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Maria Byford (she/her)

AVM M Byford QHDS RAF

Chief of Staff Personnel & Air Secretary | S40

From: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) <S40 >

Sent: 01 August 2022 15:36

To: Byford, Maria AVM (Air-COSPers) <S40 >

Cc: S40

Subject: RE: 20220801-Cse Loading Request-OSP

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Ma'am,

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Many thanks,

Jo Lincoln

Air Commodore Jo Lincoln MBE (She/Her) | ACOS Workforce Requirements and Recruiting | S40

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From: Byford, Maria AVM (Air-COSPers) <S40 >

Sent: 01 August 2022 15:31

To: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) <S40 >

Cc: S40 [redacted]

Subject: RE: 20220801-Cse Loading Request-OSP

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Jo

Out of Scope [redacted]

Maria Byford (she/her)

AVM M Byford QHDS RAF

Chief of Staff Personnel & Air Secretary | S40 [redacted]

[redacted]

From: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) <S40 [redacted]>

Sent: 01 August 2022 14:15

To: Byford, Maria AVM (Air-COSPers) <S40 [redacted]>

Cc: S40 [redacted]

Subject: 20220801-Cse Loading Request-OSP

Importance: High


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Ma'am,

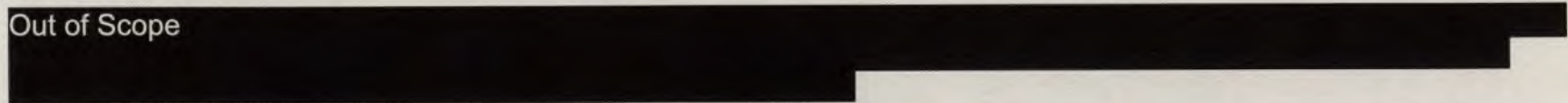


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[redacted]

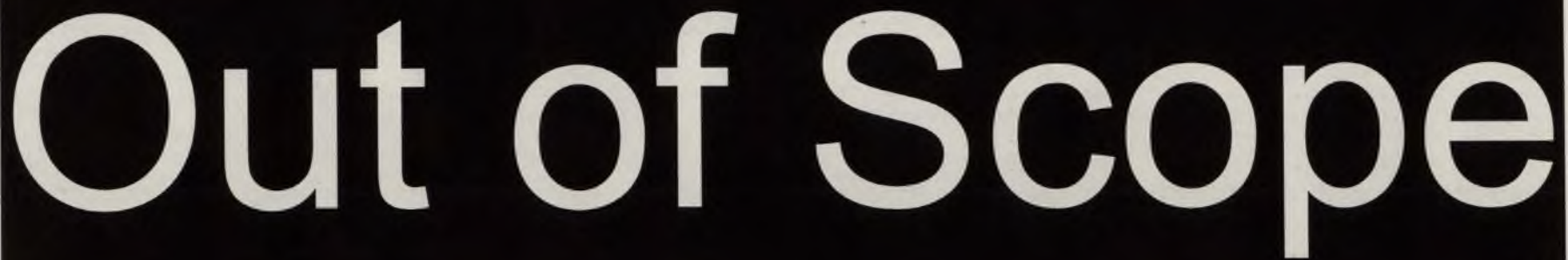
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Options

CoA 1 – Continue the pause on Ph1 cse loading – 0 candidates.

- Immediate impact of ^{S40} lost trg places on the BRTC708 which commences 13 Sep. An additional ^{S40} may be lost due to a lack of Eng Tech (W) candidates.
- Immediate impact of ^{S40} lost trg places on MIOTC18 (EA) / SOITC8 which commence 26 Sep. An additional ^{S40} may be lost due to a lack of Nurse candidates.
- Combined DE IY Performance as at 1 Jul 22 - Women: 18.3%, EM: 7.4%

CoA 2 – Resume Ph1 cse loading of available ITR for all Professions / Specialisations for BRTC708 and MIOTC18 (EA) and SOITC8 – ^{S40} candidates in total.

- **S40** candidates awaiting selection for BRTC708 of which:
 - **S40**
 - **S40** non-EM Men.
- **S4** candidates awaiting selection for MIOTC18, of which:
 - **S40**
 - **S4** are non-EM Men.
- **Revised projected performance having enacted CoA 2 – Women: 18.0%, EM: 7.4% (reduction of Women by: 0.3%, EM: no change).**

CoA 3 – Resume Ph1 cse loading of available ITR for all Professions / Specialisations for BRTC708 and MIOTC18 (EA) and SOITC8. In addition, ‘overload’ BRTC708 with additional candidates for specialisations with EM or Women candidates in the pending pool, where the total allocation per Specialisation remains within the in-year ITR – **S40 candidates in total.**

- **S40** candidates awaiting selection for BRTC708, of which:
 - **S40** are non-EM Men;
 - **S40**
- **S4** candidates awaiting selection for MIOTC18, of which:
 - **S4** are non-EM Men;
 - **S40**
- A further **S40** candidates are in the pipeline pending allocation. There are sufficient Phase 1 trg places for those EA Specialisations with EM or Women candidates in the pending pool (highlighted in grey). The **S40** additional candidates that would be allocated places include:
 - **S4** are EM Men;
 - **S4** are non-EM Women;
 - **S40** are non-EM Men.
- **Revised projected performance having enacted CoA 3 – Women: 18.0%, EM: 7.5%. Projected performance change from COA 2 to 3: Women: no change and EM: increase by 0.1%.**

Further considerations:

- Should authority be granted to proceed with offers of employment, it should be noted that the final LoA adjustments are unlikely to be exactly as projected, as:
 - some candidates may be unable to join in the available timeline, may have changed their minds, or may have developed a medical or personal situation that could prevent them from commencing BRTC, MIOTC or SOITC;
 - some offer candidates may fail the Fam Visit (usually based on RAFFT), preventing commencement of MIOTC / SOITC;

- following cse allocation for BRTC, a small percentage of candidates will fail to attend, fail to attest, fail the Day 1 / 2 RAFFT and / or change their minds on arrival.
- There is often an opportunity to 'regain' lost trg slots at a later stage in the year where Ph2 trg alignment allows (working between 22 Gp TPRM and R&S). This is not possible for Professions / Specialisations where Ph2 trg dates are limited.
- The above focuses only on those Professions / Specialisations with outstanding trg spaces on BRTC708, MIOTC18 (EA) and SOITC8.
- A requirement exists to employ ALL candidates on the BRTC pending lists (above) within this FY. Ultimately they will all receive offers for the subsequent or later cses.

COA 1 'do nothing' leaves the Combined DE IY Performance (1 Jul 22) for Women: 18.3%, EM: 7.4%. However, I would suggest that the RAF would not wish to lose the ^{S40} Phase 2 trg places IY against those priority Professions / exacerbate gapping at the frontline against the operational requirement (ie 1% of the Regular ITR lost). There is a marginal difference on the LOA achievement between COA 2 (a reduction by 0.3% Women) & COA 3 (still a reduction by 0.3% Women and a marginal increase of EM by 0.1%). I personally recommend CoA 2 (no loss in op requirement), as CoA 3 leads to additional ^{S40} SATTs and a marginal increase in the untrained strength bill for only 0.1% benefit against the EM LOA. Additionally, there are sufficient trg places for all remaining Women and EM candidates that are in the pipeline against the Professions listed above and they will all therefore be allocated trg places within this RY.

I standby to provide further information / discuss, as required.

Many thanks,

Jo Lincoln

Air Commodore Jo Lincoln MBE (She/Her) | ACOS Workforce Requirements and Recruiting | ^{S40}

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From: S40 [REDACTED]
Sent: 04 August 2022 12:41
To: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) S40 [REDACTED]
Cc: S40 [REDACTED]
Subject: FW: 20220803-Course Loading COS Pers-ØS

OFFICIAL-SENSITIVE-LIMDIS

Hi Ma'am,

Out of Scope [REDACTED]

[REDACTED]

kindest Regards

S40

S40 [REDACTED]



From: Lincoln, Joanne Air Cdre (Air-COSPers-WRR ACOS) <S40>

Sent: 03 August 2022 07:43

To: S40

Cc: S40

Subject: 20220803-Course Loading COS Pers-OS

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S40

Sent on behalf of AVM Byford:

"COS Pers thanks S40 for their analysis and she would like S40 to Course Load the S40 plus any remaining Women and EM in those priority Professions that are ready, even if the EA Candidates are not 'first past the post'. The pause on course loading will continue to afford the SLT decision space and this will be a topic for discussion the Air Force Main Board on 7 Sep 22. If there are priority courses that need to be allocated ahead of that date, please provide a decision brief for COS Pers level approval.

The RAF is committed to increasing diversity and hence we need to sequence inflow into our Service."

Many thanks,

Jo Lincoln

Air Commodore Jo Lincoln MBE (She/Her) | ACOS Workforce Requirements and Recruiting
| S40

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