



# vets

Veterans Employment Transition Support

**ARMED FORCES SERVICE PERSONNEL  
SKILLS TRANSLATOR**

## SO, WHAT DO MILITARY RANKS MEAN?

There can be as many as 20 different ranks (which are layers of management) within each service of the Armed Forces. This is very different to the 7 or 8 layers in many large corporations, so it can be confusing for recruiting managers to understand what the different ranks do and what sort of responsibility they are likely to have. There are two rank structures within each service, Commissioned Officers, which are typically graduates and Non-Commissioned Officers (NCO's) who typically join at a young age, often straight out of school.

Commissioned officers will normally start their careers managing a team of 20-30 service personnel and NCO's will start off as a team member. Over the course of their careers both will be promoted and be given more responsibility and face greater challenges. Both careers provide lots of leadership and managerial experiences invaluable to any employer.

## SO, WHAT ARE THEIR CORPORATE COUNTERPARTS?

As you would expect, military ranks do not translate perfectly to civilian counterparts. For the purpose of this guide, we have simplified those 20 ranks into four broad categories. This allows for a rough understanding of what you can expect from an applicant from each category and will help you judge the potential suitability of an applicant. The categories for this guide and some rough counterparts are:

JUNIOR RANKS		JUNIOR OFFICERS	
MILITARY	CIVILIAN	MILITARY	CIVILIAN
Private	Team Member	Second Lieutenant	Graduate
Lance Corporal	Supervisor	Lieutenant	Project Officer
Corporal	Service Manager	Captain	Operations Manager

SENIOR NON-COMMISSIONED OFFICER		SENIOR OFFICER	
MILITARY	CIVILIAN	MILITARY	CIVILIAN
Petty Officer	Operations Manager	Wing Commander	Senior Project Manager
Flight Sergeant	Facilities Manager	Lieutenant Colonel	Account Director
Warrant Officer	Project Manager	Commodore	Managing Director

# JUNIOR RANKS: TEAM MEMBER/SUPERVISOR

## INNOVATION

- Open to new ideas.
- Willingly tries new approaches to work issues.
- Responds positively to creative suggestions from others.

## PERFORMANCE

- Effectively communicates objectives, key performance indicators and business progress to the team.
- Demonstrates persistence, energy and enthusiasm to overcome obstacles and achieve results.
- Considers implications of spend against the budget.
- Sets and sticks to realistic timescales and prioritises tasks.
- Sees potential problems in advance and takes appropriate action.

## FUNCTIONAL

- Competent in all technical tasks required in the job role.
- Studying towards first level qualification in functional skill where relevant.

## PEOPLE

- Provides leadership that implements behavioural change to reduce the risk of serious accidents and lower the number of common accidents.
- Displays sensitivity to what people say and how they react.
- Recognises the diversity within the team and utilises these differences to the full.
- Proactively manages compliance with Equality and Diversity policies.

## DEVELOP

- Actively creates a personal plan for continuous self development.
- Responds positively to feedback and constructive criticism.
- Facilitates team development through on the job instruction and coaching.
- Conducts induction and appraisal processes effectively.

## EMPOWERMENT

- Demonstrates full understanding of own role and clearly explains roles and responsibilities to team.
- Take responsibility for own actions and encourage the same in their team.
- Seeks support/advice when issues are outside their level of responsibility/capability.
- Recognises staff for efforts and celebrates success.

## TEAMWORK

- Identifies how individual performance contributes towards the company interest.
- Recognises the need and willingly assists other team members to reach the team goals
- Takes pride in performance of self, team and company.

## EXAMPLE

- Sets a personal example of commitment and enthusiasm.
- Is open and honest in their dealings with other people.
- Tackles difficult situations promptly and tactfully.
- Provides regular, concise and constructive feedback on performance, and agrees appropriate remedial actions.
- Listens actively asking questions and summarising to confirm understanding.

## VALUES

- Participates enthusiastically in opportunities to assist other departments to achieve their results.
- Ensure company vision is shared and understood throughout the company.
- Communicates the company's vision, business strategies and objectives at appropriate level.

## CUSTOMER FOCUS

- Actively encourages a customer based focus within the team.
- Familiar with service delivery and specification and delivers quality by following procedures.
- Builds relationships in a professional manner.
- Courteous and polite when dealing with customers.
- Meets agreed deadlines and quality specifications and provides timely feedback to customer.

# JUNIOR COMMISSIONED OFFICER: OPERATIONS MANAGER

## TEAMWORK

- Effectively recruits people with the appropriate skills, abilities and attitudes to fulfil the job roles.
- Uses the group as a resource, recognising team member capabilities to make best use of them.
- Prioritises tasks to maximize team performance and utilisation of resources.
- Plans and organises self and others to deliver an excellent service.
- Readily shares information while encouraging integrity in handling commercially sensitive material.

## INNOVATION

- Able to identify new and innovative ways of working.
- Willing to take responsibility when change is necessary
- Lead and encourage change initiatives.
- Actively involves those affected by change in the planning process.

## PERFORMANCE

- Focuses own and team's efforts on challenging objectives and targets.
- Offers practical assistance to other team members in order to help the team.
- Collects and analyses data on all elements of performance
- Develop action plans to improve performance and achieve sustainable results.

## PEOPLE

- Provides active leadership that implements behavioural change to reduce the risk of serious accidents and lower the number of common accidents.
- Delivers difficult messages in a sensitive and tactful way to both individuals and groups.
- Demonstrates empathy towards people and acts appropriately.
- Uses appropriate process and procedures.

## EXAMPLE

- Selects appropriate methods of communication demonstrating clarity and conciseness of communication.
- Inspires and excites others to achieve business objectives.
- Deals confidently with confrontation and settles issues successfully.
- Confident about their proposals and persuades other to follow.
- Adapts personal leadership style to suit the needs of the recipient or situation.

## FUNCTIONAL

- Undertakes training on functional skills to others inside and outside of the function.
- Working towards/studying for mid level qualification in functional skill where relevant.

## VALUES

- Interprets business needs and champions decisive action to achieve the vision.
- Able to use creative and innovative techniques for use across the business.
- Is sensitive to organisational politics, alliances and rivalries.

## EMPOWERMENT

- Delegates appropriate tasks effectively and correctly.
- Provide support to team when trying something new or different or when faced with difficulties.
- Uses questioning techniques to encourage team members to resolve own problems and make decisions.
- Supports team in analysing why and how a mistake has happened to prevent reoccurrence and to maximize learning.

## DEVELOP

- Agrees and implements a personal development plan to improve competency levels of individuals.
- Gives constructive feedback on strengths and weaknesses.
- Adopts different development approaches to suit the needs of the individual.
- Prepares and implements training and development plans for operating unit.
- Prepares a succession plan and actively works towards it.

## CUSTOMER FOCUS

- Interprets accurately contractual requirements.
- Manages customer expectations.
- Takes responsibility for developing solutions to customer problems / complaints.
- Identifies areas for improvement and acts upon them.

# SENIOR NON-COMMISSIONED OFFICER: OPERATIONS MANAGER

## CUSTOMER FOCUS

- Recognises constraints on customer and provides solutions.
- Anticipates internal and external issues that may impact on the customer.
- Uses a variety of techniques to encourage the customer to make challenging decisions.
- Highlights the corporate quality agenda and promotes a culture of continuous improvement.

## PERFORMANCE

- Puts forward strong business cases for investment purposes.
- Takes responsibility for securing and managing funds to run the business.
- Provides motivation to achieve dynamic business excellence.

## EMPOWERMENT

- Identifies and breaks down barriers to success.
- Considers implications of decisions or suggestions made.
- Manages expectations when selling benefits or ideas.
- Obtain shared ownership of problems and challenges assumptions to achieve desired outcomes.

## DEVELOP

- Monitors and evaluates the longer-term results of training and development.
- Invests the necessary resources (people, time and money) in development of team/s.
- Predicts future training and development requirements.

## VALUES

- Formulates and communicates the company's vision, business strategies and objectives.
- Steps back from the detail in order to see the whole business picture and input into the strategy within their area of responsibility.
- Benchmarks performance against other business units/contracts to identify and develop initiatives for continuous improvement.

## PEOPLE

- Confidently facilitates meetings to encourage input from all participants to ensure all view points are aired and considered.
- Provides strong tactical leadership that implements behavioural change to reduce the risk of serious accidents and lower the number of common accidents.

## INNOVATION

- Identifies change opportunities quickly and accurately through creative thinking.
- Recognises innovative people within the team and includes them in activities as appropriate and takes action when changes may impact on business profitability.
- Willing to take calculated risks when benefits are important.
- Develops innovative actions to differentiate the business and services in the market place.

## EXAMPLE

- Challenges plans of others to resolve conflicting priorities.
- Has a range of advanced negotiation skills which regularly achieves win-win situations.
- Manages difficult people and handles conflict with success.

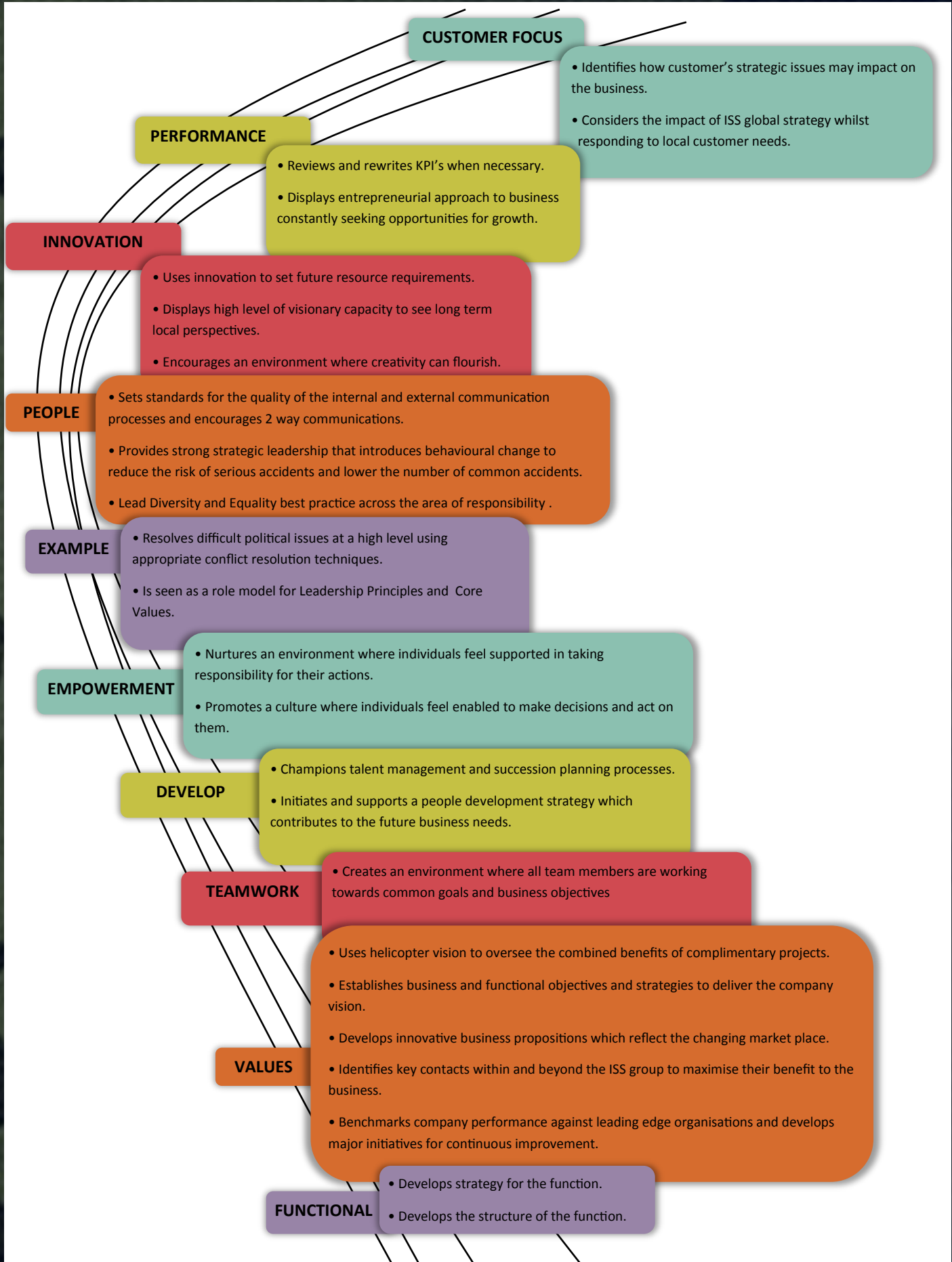
## FUNCTIONAL

- Implements the strategy of the function.
- Sets and monitors KPI's for the function.
- Inputs into the strategy of the function.
- Demonstrates excellent understanding and interpretation of the functions area for the business.
- Is regarded as expert in the function subject.
- Working towards/studying for higher level qualification in functional skill where relevant.

## TEAMWORK

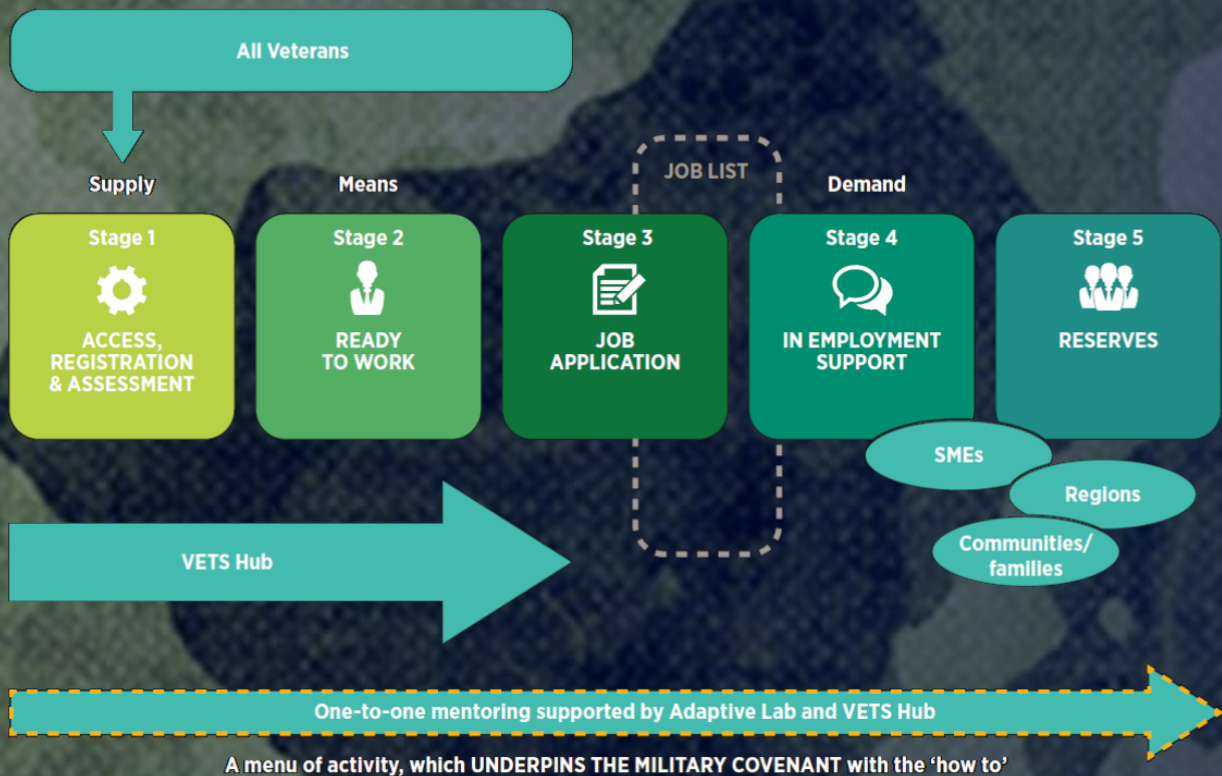
- Creates an environment where all team members are working towards common goals and business objectives.

# SENIOR OFFICER: ACCOUNT DIRECTOR



# vets

Veterans Employment Transition Support



To find out more or to contact the VETS team, visit:  
[www.veteranemployment.co.uk](http://www.veteranemployment.co.uk)