



**The Military Human:
Understanding Military Culture & Transition
South Yorkshire Armed Forces Covenant Project
June 2017 to June 2018**

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EMPLOYER RECOGNITION SCHEME

BRONZE AWARD

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De Grey Court

South Yorkshire Armed Forces Covenant Project

The Sheffield Council led Armed Forces Covenant project bid in partnership with Rotherham, Doncaster and Barnsley Local Authorities, and in collaboration with Sheffield Hallam and York St John Universities to deliver the South Yorkshire Armed Forces Covenant Project, was successful in achieving a Covenant grant of £180,695 towards the £197,105 total cost of the project. The funding gap is met by funding in-kind by the four Local Authorities and Sheffield Hallam University.

The project will provide 96 Armed Forces Covenant funded CPD training sessions delivered over 2 years by York St John University. Sheffield, Doncaster, Barnsley and Rotherham Councils will provide training venues with an aspiration of training 1052 staff from across the South Yorkshire region.

The purpose of this report is to record and assess the level of *'understanding of military culture and transition'* staff have, *'pre and post'* attendance of the CPD training. The data is gathered using an ethically approved *'survey monkey'* model which asks staff a series of questions prior to attending the CPD training, with a follow up series of questions being asked 2 months post CPD training session. The data outcomes and findings will provide an evidence base comparing *'pre and post'* learning and understanding of military culture and transition, and assess the level of *'service delivery impact'* as reported by contributing staff. This will feed into the Sheffield Hallam University research report led by Dr Kathy Albertson following the completion of the project. To date 486 staff from a wide range of council, community, health and social care and other professions have attended the first 44 CPD training sessions.

Understanding the *'Combat'* experience of *'Veterans'* may be very difficult to comprehend for some, however, understanding *military culture, ethos, values, sense of belonging* and *transition* to civilian life, can be successfully explored by following a timeline approach for a new recruit and recognising the intense emotional human journey undertaken when entering such a unique environment. The commitment required when deploying to a potentially life threatening situation, with those in a team who are perceived as *family* and the definition of *family* is discussed and how moving from a *military to civilian life* can for some, create challenges. This is especially relevant when transitioning from a robust and structured environment to one of more *flexibility, choice* and includes the absence of *orders* which can result in familiar *military cultural and lifestyle* anchor points being absent or different for the *service leaver*.

Recognised frameworks, theories and evidence based research such as Maslow's (1943) *Hierarchy of Needs*, Erikson's (1963) *Theory of Psychosocial Development*, Adler's (1975) *The Transitional Experience*, Cooper et al (2016) *Transition from Military to Civilian Life* which cites Bourdieu's (1980) *The Logic of Practice* and publications by MoD, FIMT and KCMHR, provide the academic foundation which allows for military culture to be explored and compared to non-military settings and provides a reference point for delegates to compare the *similarities* and *differences* between military and civilian life and the effects *psychological, physical and emotional* transition may have on the service leaver and their families. To further explore and understand the transition experience of service leavers, their families and veterans, the origins of the regularly reported comment to service providers "*Civvies don't understand*" is analysed from a human perspective. This creates a common denominator and reference point for participants and significantly contributes to the term '*Military Human*'. A second commonly reported phrase "*I miss my mates*" allows participants to empathise with service leavers and veterans due to the significance of family which is common to most human beings.

A Veteran is defined as '*anyone who has been paid for 1 day's service in HM Armed Forces*', so to support professionals that identify members of the ex-Armed forces community (6.2 million of the UK population - RBL, 2014) the CPD provides an extensive toolkit of resources to take away, access and incorporate into practice and service delivery. To date **486** staff have received the CPD training across South Yorkshire with initial report findings suggesting an **81% increase in positive service delivery impact**, this is achieved by having an '*understanding of military culture and transition*'.

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Key findings

- **81.6%** of staff report that having an '*Understanding of Military Culture and Transition*' has a **High (35.2%) to Medium (46.4%) Impact** on identification, engagement and service delivery.
- **486** staff trained across South Yorkshire (June 2017 – June 2018)
- **44** deliveries completed - average attendance - 11 staff (target is 12)
- **5** deliveries cancelled (1x Barnsley Council, 1x YSJ, 3x Rotherham Council)
- **100%** of staff reported that the training provided what '*they hoped for*' by attending. (**Exceeded expectations (37.5%) - Achieved expectations (62.5%)**)
- All staff report feeling ***extremely confident (33%) very confident (22%) or relatively confident (36.1%)*** when working with members of the AF Community following training.
- **78%** of staff report their confidence was raised as a direct result of training
- **91%** of staff able to identify members of the Armed Forces Community with **80%** reporting a full understanding of the Armed Forces Covenant and **98%** reporting an understanding of the key principles.
- **48.6%** and **44.4%** of staff respectively, report that they consider that service personnel had a **completely different/very different** cultural/life experience whilst in the Armed Forces
- Staff report that **Accommodation (35.3%), Social Isolation (26.8%) and Mental Health (17.9%)** are their 3 key concerns when working with the Armed Forces Community
- **95.7%** of staff rated the CPD training session as **Excellent (61.7) or Very Good (33.8%)** with the remaining **4.2%** rating the training as **Good**.

Independent evaluation of the South Yorkshire Armed Forces Covenant 'Military Human' staff training: methodology and protocol. Dr K. Albertson

As part of the South Yorkshire Armed Forces Covenant project, York St John University agreed to deliver the Military Human™ '*Understanding Military Culture & Transition*' CPD training to 1100 front line staff across South Yorkshire. An independent evaluation of the impact of the staff training is to be conducted by the research team from Sheffield Hallam University. The research team designed tailored and project specific data collection tools in the form of a pre and post-training attendance survey. At the end of the delivery of staff training in 2019, the total training evaluation data set will be analysed independently by the Sheffield Hallam University evaluation team. It is anticipated this will occur in March 2019.

Independent evaluation methodology

A repeat measure (before and after) methodology is adopted to systematically establish the extent of impact on South Yorkshire's front line staff following CPD training attendance. Further, this evaluation will assess to what extent the training has assisted the meeting of South Yorkshire Covenant project objectives, by specifically establishing the degree to which attendance has impacted (or not) on:

- Levels of awareness and confidence in working with AFC for staff working across the region
- Influenced partner protocols around Armed Forces Community
- Challenging widely held perceptions by impacting on staff knowledge base around the nature of challenges faced by Armed Forces Community
- The awareness of national and local Armed Forces Covenant initiatives
- Knowledge of Armed Forces Community specific support services available locally
- The potential for closer working relationships with the local AF Covenant groups and other service delivery and strategic planning across South Yorkshire

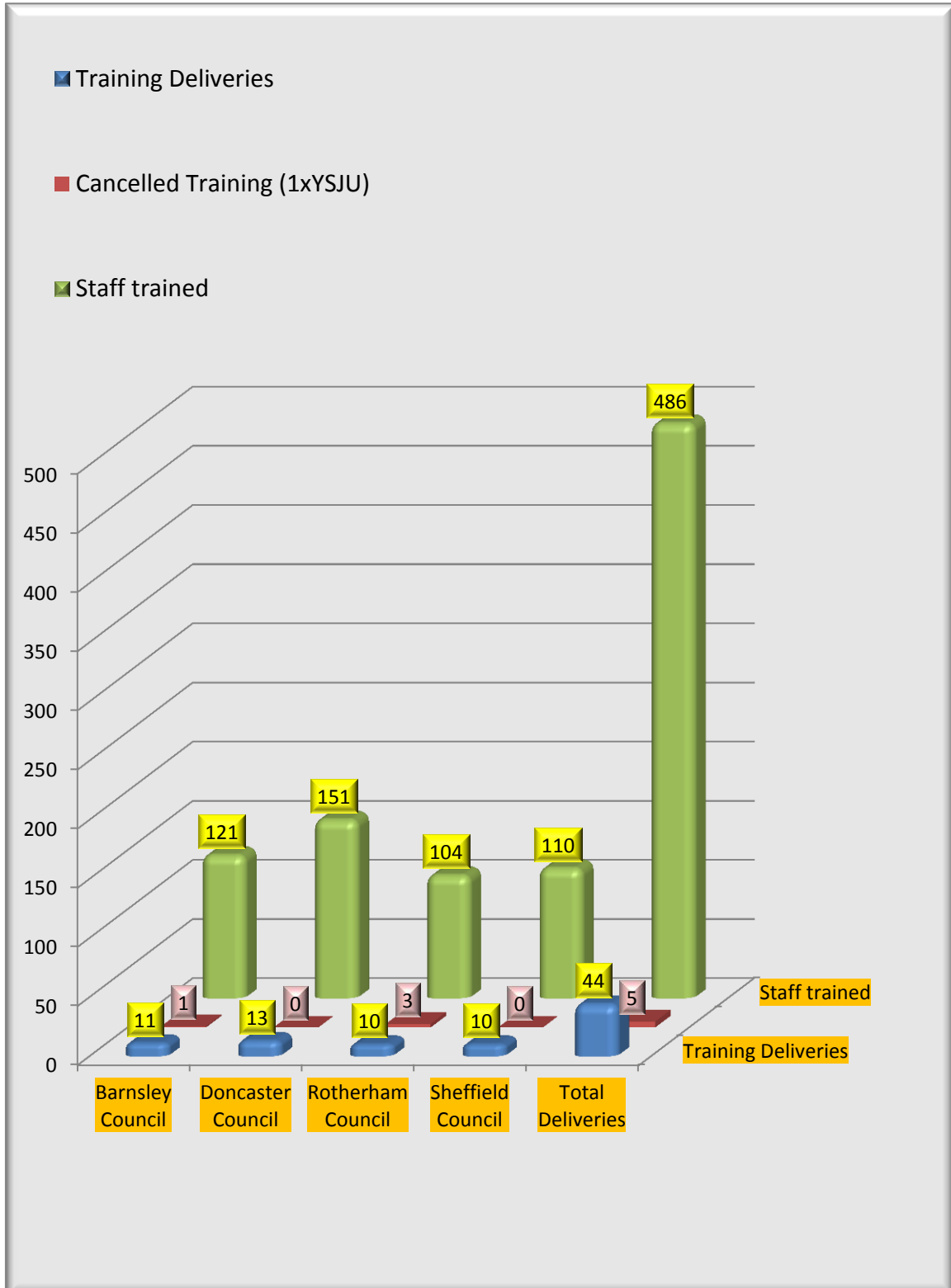
Protocol

A flyer, designed to advertise the CPD training has been designed, which includes details of potential trainee's agreement to participate in the training as including:

- Engagement in the independent Sheffield Hallam University evaluation, involving completing an electronic pre-and post-training survey
- Attendance at the free, 1 day, York St John University 'Military Human' training
- To conduct an Armed Forces Community issues 'Cascading' activity to other staff in the agency they represent- within 6 weeks of training attendance

The independent evaluation of training data is to be included in the South Yorkshire Armed Forces Covenant project final report due in July 2019. York St John University retain access to the on-going data for South Yorkshire Armed Forces Covenant training impact evaluation data generated for project reporting and monitoring purposes.

Completions of training delivery & staff attendance



What was the question?

Does having an '*understanding of military culture and transition to civilian life*' have a positive impact on identification and engagement of Veterans and the Armed Forces Community when accessing services in the community?

A wide range of questions continue to be asked via Survey Monkey prior to participants attending the YSJU CPD with a 2 month follow-up exercise providing evidence of impact outcomes.

Pre-CPD questions include:

- Awareness of the Armed Forces Community
- Identification of members of the Armed Forces Community
- Preparedness and confidence to work with members of the Armed Forces Community
- Knowledge and understanding of military culture and core values
- Knowledge and understanding of transition from military to civilian life
- Awareness of NHS Constitution and priority healthcare arrangements
- Awareness of the Armed Forces Covenant
- Provision of support toolkit

Post – CPD 3 Month follow up questions include:

- Awareness of the Armed Forces Community
- Identification of members of the Armed Forces Community
- Preparedness and confidence to work with members of the Armed Forces Community
- Knowledge and understanding of military culture
- Knowledge and understanding of transition from military to civilian life
- Awareness of NHS Constitution and priority healthcare arrangements
- Awareness of the Armed Forces Covenant
- Impact of training on community service delivery
- Continued use of support toolkit

Military Human: Understanding Military Culture & Transition CPD study day.

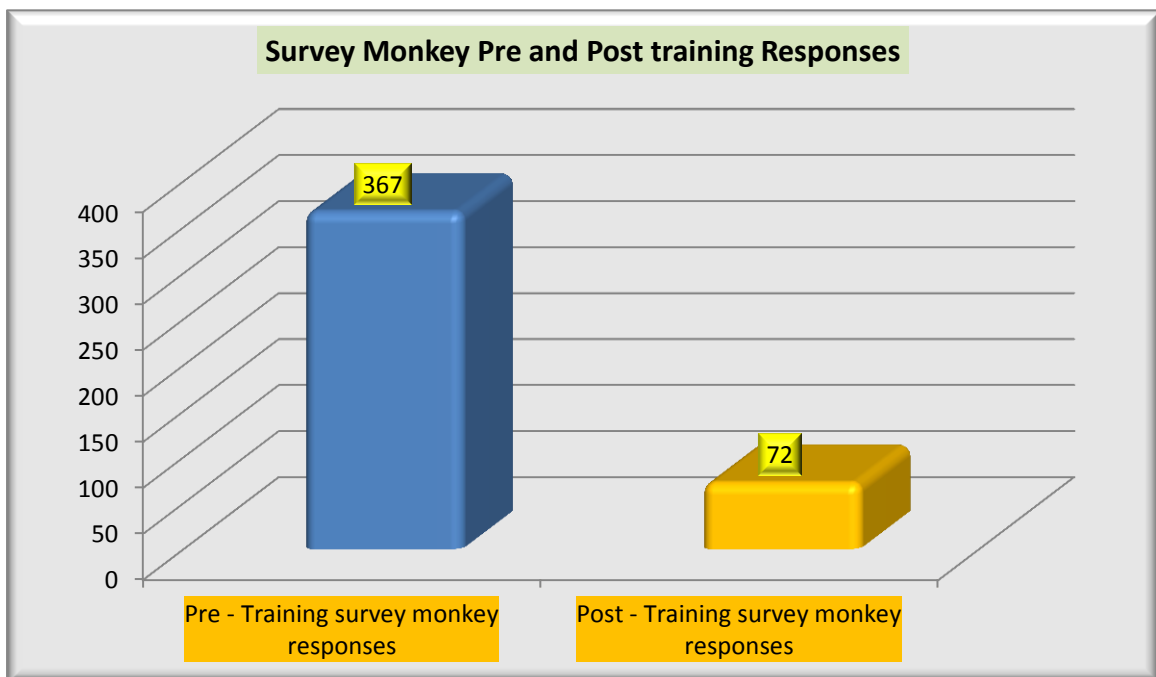
- Welcome and Introduction
- CPD Themes & Impact Report Findings
- Why the Military Human?
- Similarities & Differences between Military & non-Military organisations
- Gender and ethnic group breakdown of the Armed Forces
- Reservists
- Why do people join the Armed Forces? (Maslow, 1943)
- Lifestyle not a job!
- **Short Films:** Recruitment - Royal Navy, RAF & British Army
- Trust, Loyalty, Selfless Commitment & Leadership (**Interactive discussion**)
- Military Culture: Core Values, Ethos and Standards of Behaviour
- **Short Film:** British Army Officer recruitment
- Example of psychosocial model (Erikson, 1968) in relation to recruitment
- Healthcare in the Armed Forces & Mental Health anti stigma campaign
- **Short Film:** Don't bottle it up (anti stigma campaign)
- Armed Forces Service Leavers

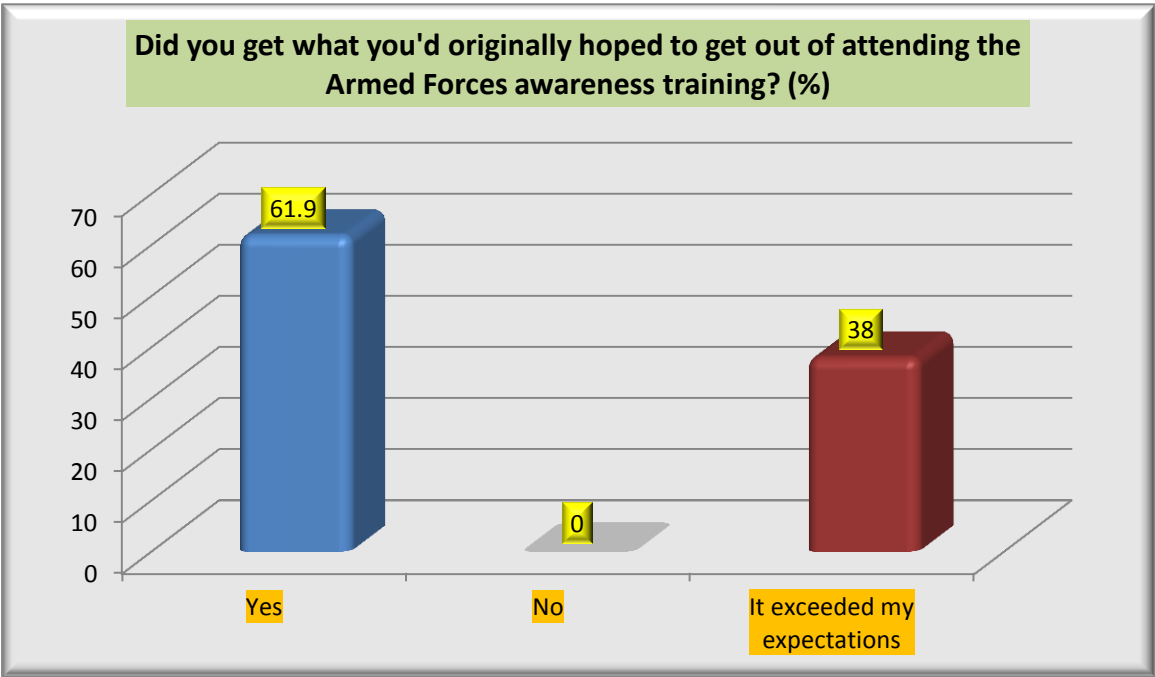
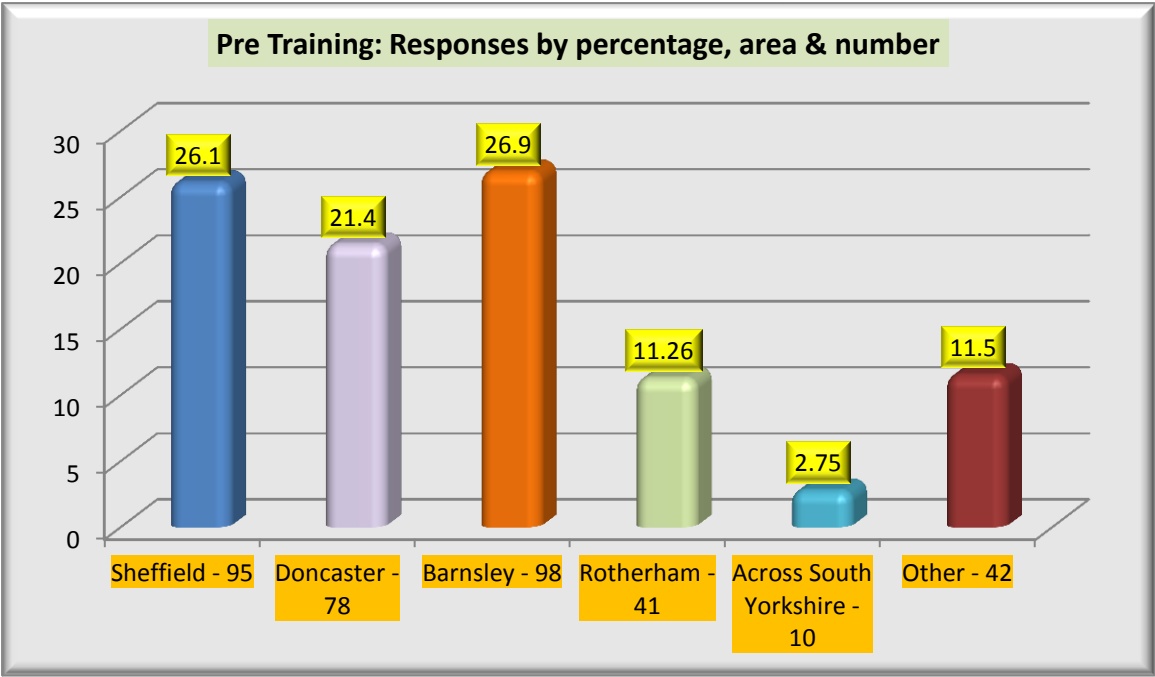
Afternoon session:

- Who is a veteran?
- The key: Ask the Question
- Makeup of the Armed Forces Community
- How might a veteran feel when they leave the Armed Forces? (**Interactive discussion**)
- MOD Emotional Pathway
- Example of culture shock and cultural competence (Adler, 1975; Cooper et al ,2016; Bergman et al 2014)
- Armed Forces Covenant
- NHS Constitution (Armed Forces Covenant)
- NHS and GP healthcare
- What help and support is available to access for Veterans & Families
- Veterans Gateway
- **Short Films:** Big White Wall & Combat Stress 24hr helpline
- Veterans breakfast clubs
- Veterans in the criminal justice system
- Considerations when working the Armed Forces Community (**Interactive discussion**)
- Support for colleagues
- **Short Film: Roy's Story**

Findings

The following are examples of **'Pre' and 'Post'** Survey Monkey™ CPD training questions provided by the four local authorities for participants to establish level of impact on service delivery and learning outcomes following attendance of the Military Human™: Understanding Military Culture and Transition training CPD.



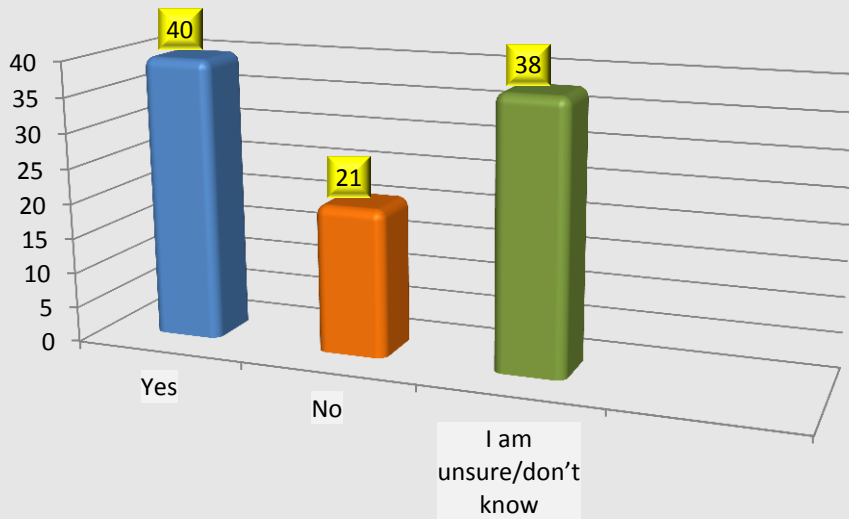


Finding:

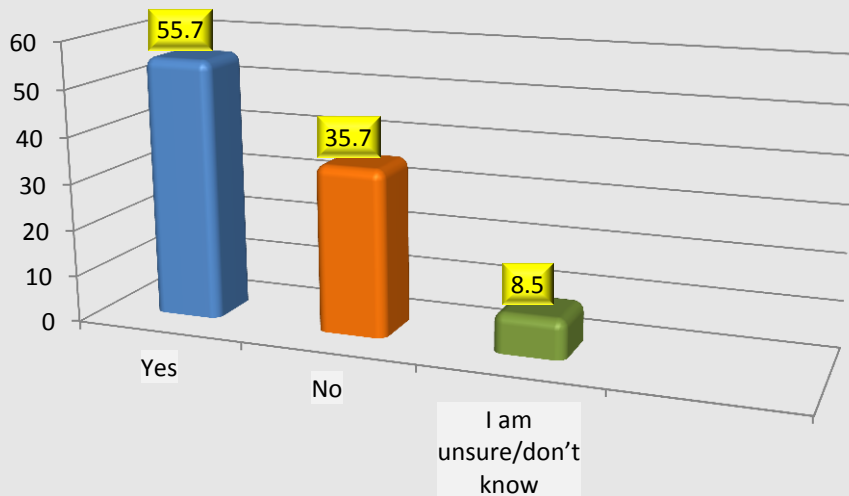
Although a large percentage of staff completed the Pre training Survey Monkey questionnaire sent out by local authorities, it appears there has only been approximately, a 25% response to the Post training questionnaire when sent out by local authorities. This suggests either a poor response by staff or that the Pre and Post training questionnaires have not been issued in some cases or local authorities.

Survey Monkey Data Questions

Pre - Training: Does your service routinely identify members of the Armed Forces Community? (%)



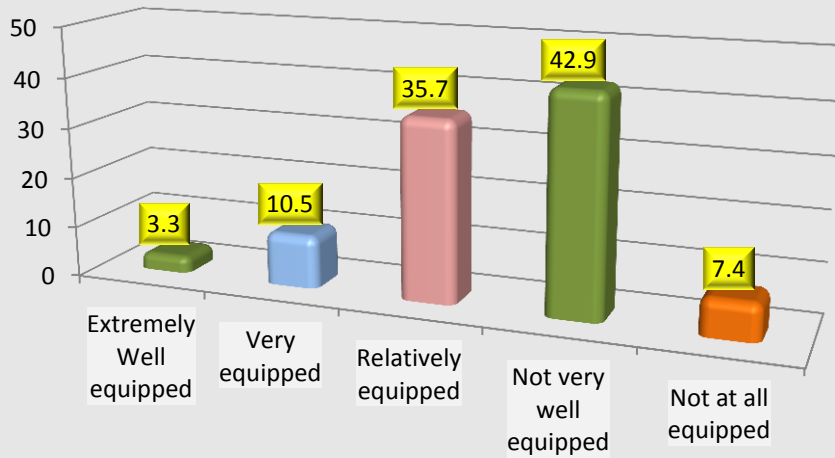
Post - Training: Does your service routinely identify members of the Armed Forces Community? (%)



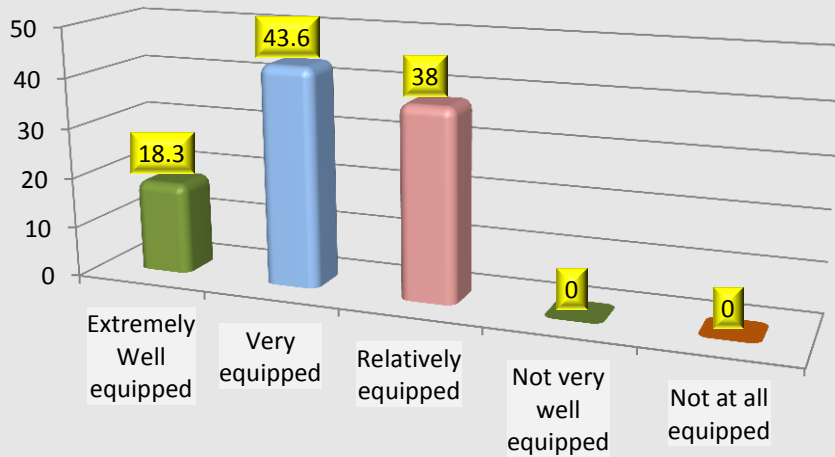
Finding:

The data shows a significant increase in staff identifying members of the Armed Forces Community (17.7%) and others establishing that their own service does not (14.7%) allowing for identification to be included within future assessments. 37.5% of staff have actively explored whether their services identify members of the Armed Forces Community.

Pre - Training: Please indicate below the extent to which you feel able/trained/equipped to support members of the Armed Forces Community. (%)



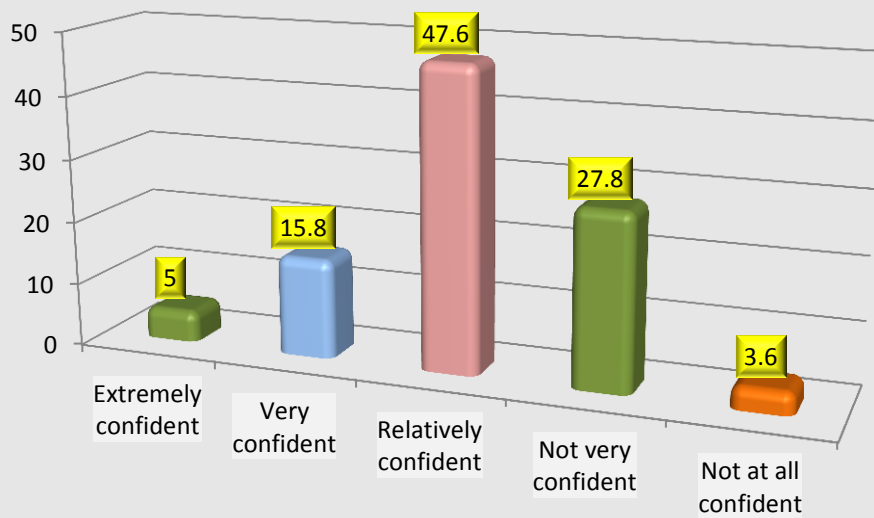
Post - Training: Please indicate below the extent to which you feel able/trained/equipped to support members of the Armed Forces Community. (%)



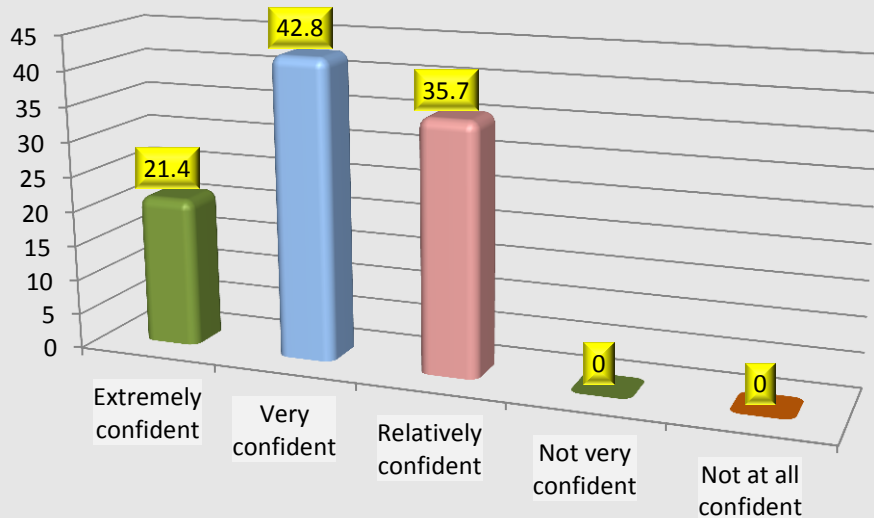
Findings:

Data suggests significant increase in staff feeling equipped to support the Armed Forces Community (15% *extremely well equipped*, 33.1% *very equipped* and 38% respectively) with no member of staff feeling *not very* or *not at all* equipped.

Pre - Training: How would you rate your confidence if faced with working with members of the Armed Forces Community? (%)



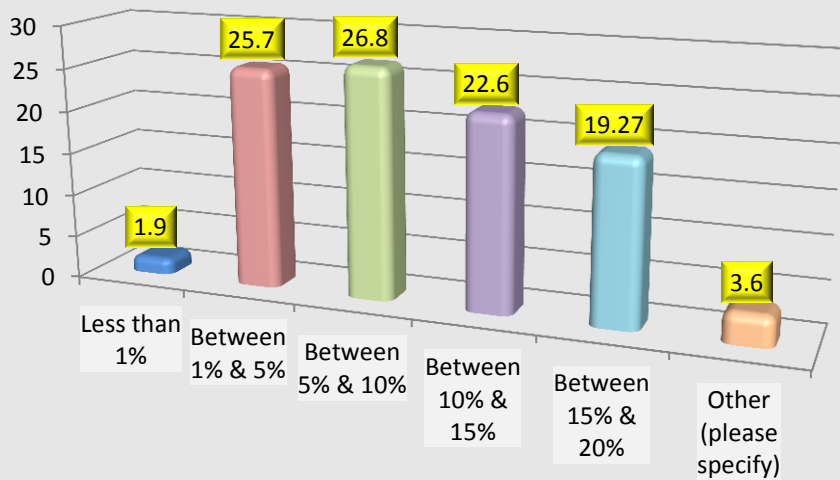
Post - Training: How would you rate your confidence if faced with working with members of the Armed Forces Community? (%)



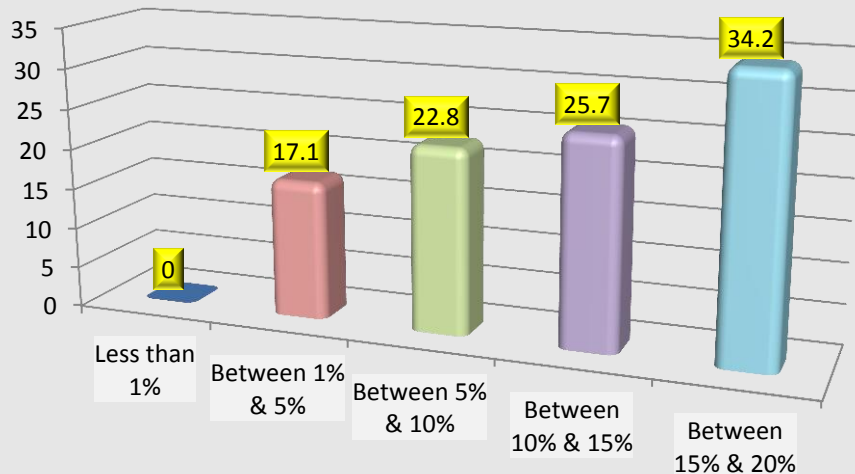
Findings:

Data suggest a significant increase in staff confidence when ‘*working with the Armed Forces Community*’ suggesting a 16.4% increase in staff feeling *extremely confident*, 27% increase feeling *very confident* and with the remaining 35.7% of staff all feeling *relatively confident*.

Pre - Training - Although no one can provide an accurate figure yet - what proportion of the South Yorkshire population would you estimate are members of the Armed Forces Community? (%)



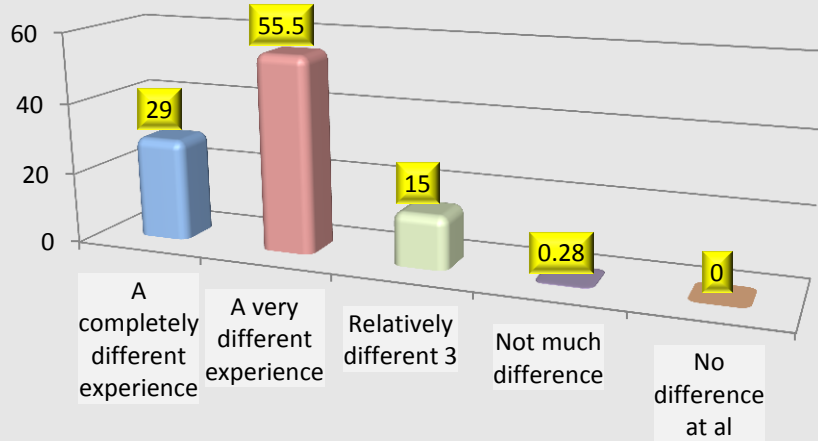
Post - Training - Although no one can provide an accurate figure yet - what proportion of the South Yorkshire population would you estimate are members of the Armed Forces Community? (%)



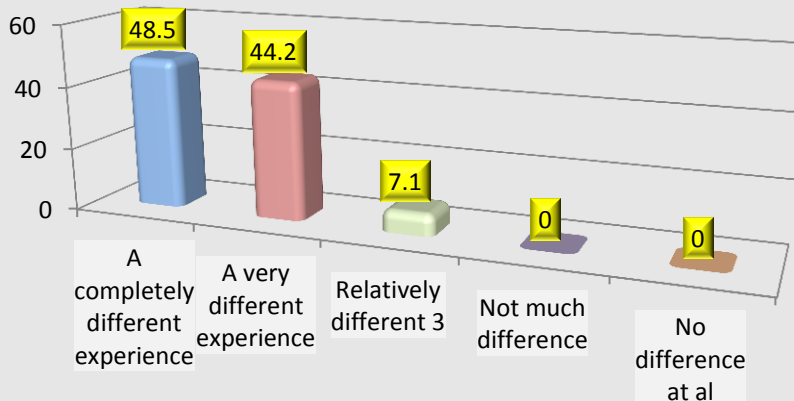
Findings:

Data suggests that staff have a wider understanding of the size of the Armed Forces Community when considering the definition of a veteran and the Armed Forces Community as a whole.

Pre - Training: To what extent do you feel members of the Armed Forces Community have had a different cultural/life experience whilst in the Armed Forces, when compared to those who have no military history or relationship with military life? (%)



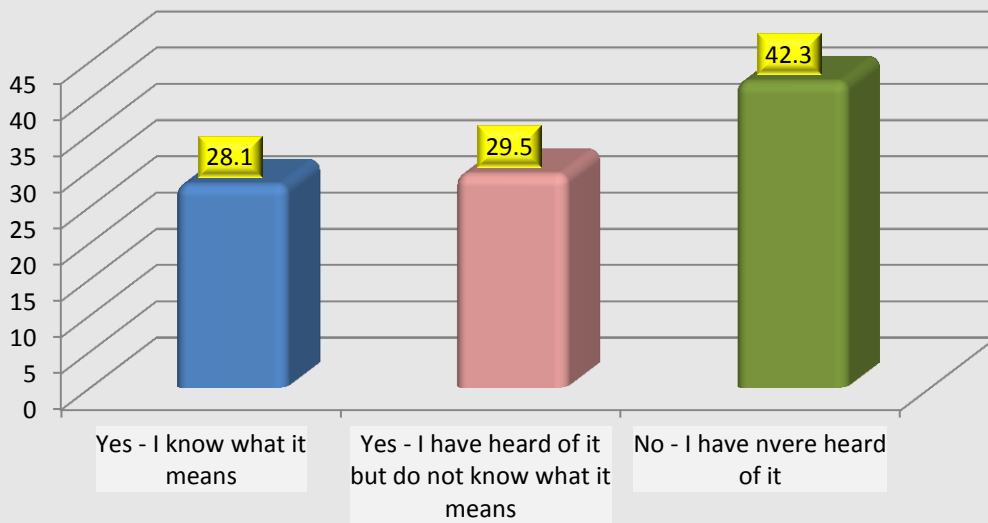
Post - Training: To what extent do you feel members of the Armed Forces Community have had a different cultural/life experience whilst in the Armed Forces, when compared to those who have no military history or relationship with military life? (%)



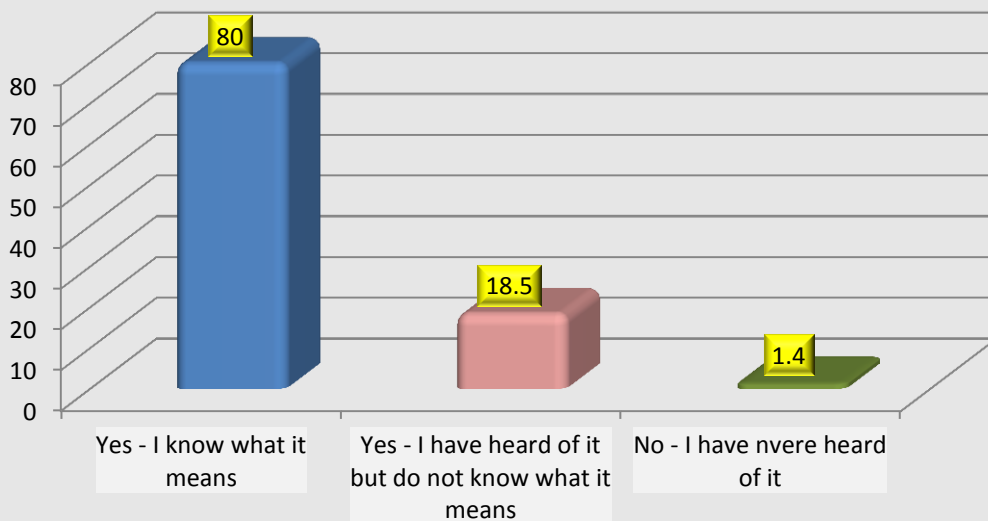
Findings:

Data suggests that when comparing the *similarities and differences* that exist between the Armed Forces and Civilian environments, staff perception has shifted. The majority consider that there is a *completely different* experience (48.5% - 19% shift) with 44.2% suggesting a *very different* experience and 7.1% *relatively different*. Interestingly following the training **all** staff consider that there is a difference in culture between the military and civilian life experience.

Pre - Training: Are you aware of the UK's Armed Forces Covenant (2011) initiative? (%)



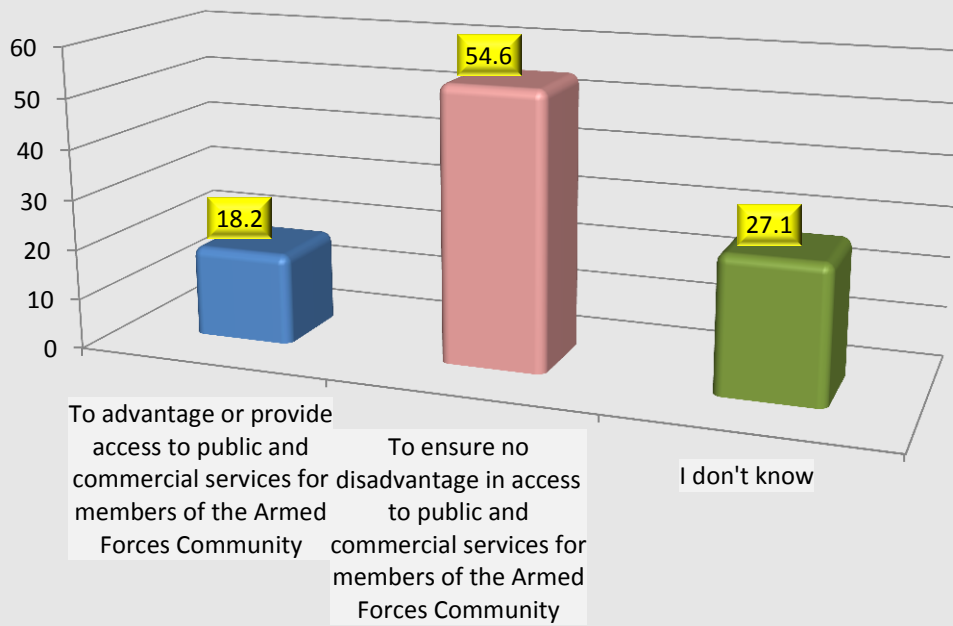
Post - Training: Are you aware of the UK's Armed Forces Covenant (2011) initiative? (%)



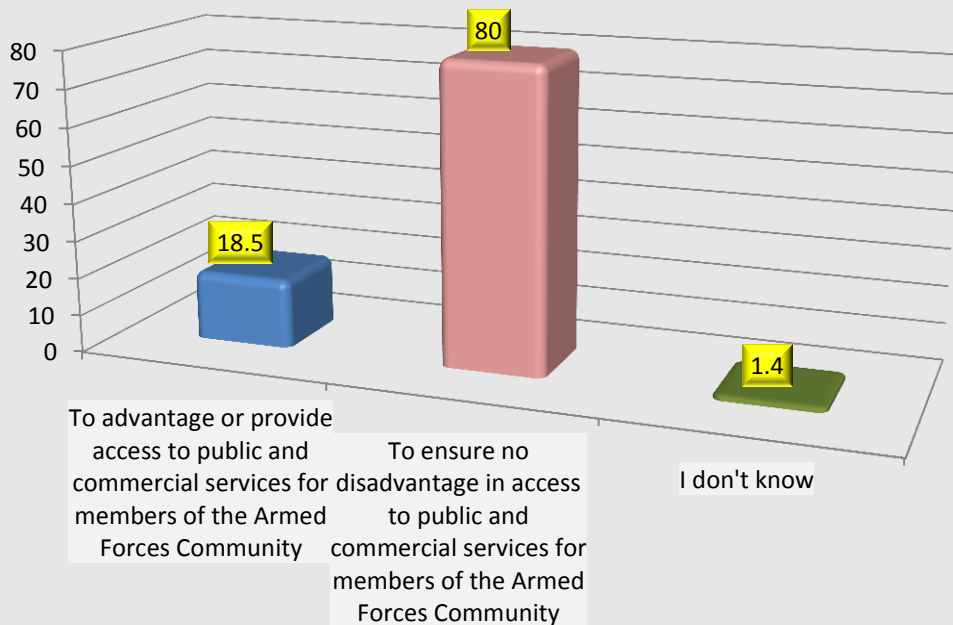
Findings:

Data shows a significant increase in awareness of the Armed Forces Covenant post training with a 51.9% increase in staff understanding *what it means*, an 11% drop in staff *not understanding* the meaning, and critically important a drop of 40.9% of staff *not having heard of*, or having any understanding of the Armed Forces Covenant.

Pre - Training: If you answered Yes, to the previous question, please indicate below your understanding of the key principle/pledge of the Armed Forces Covenant (%)



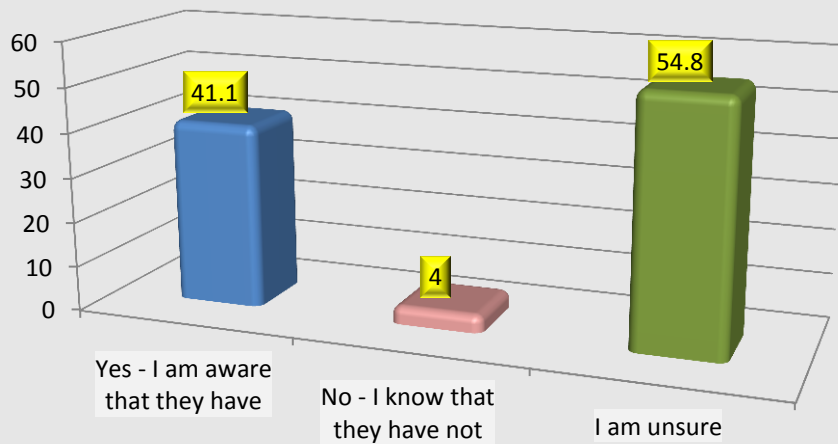
Post - Training: If you answered Yes, to the previous question, please indicate below your understanding of the key principle/pledge of the Armed Forces Covenant (%)



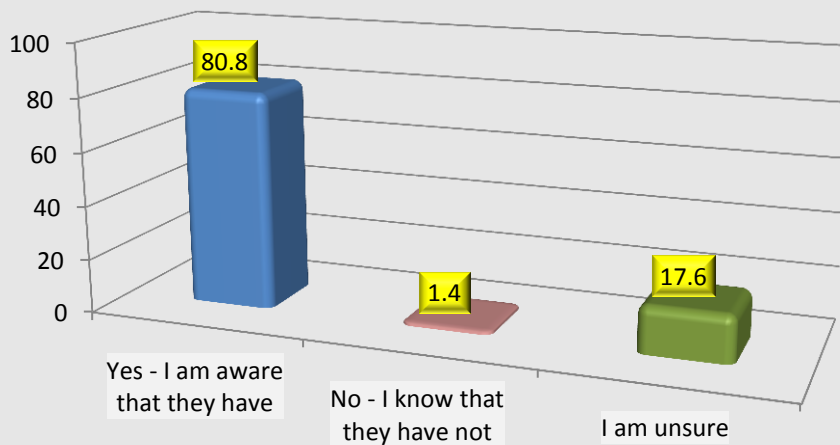
Findings:

Data shows that an increase of 25.4% staff to 80% *understand the key principle* of the Armed Forces Covenant with importantly a 25.7% drop in staff having no understanding of the key principles

Pre - Training: Please indicate below if you are aware if your employer/agency/organisation has signed the Armed Forces Covenant (%)t



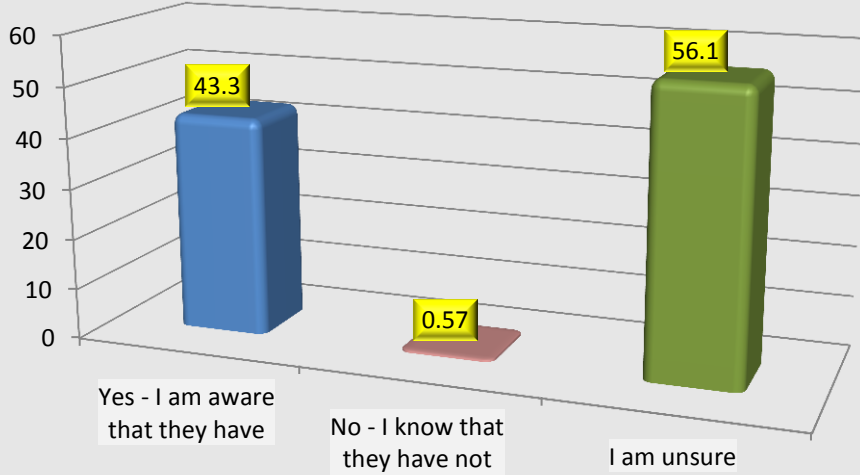
Post - Training: Please indicate below if you are aware if your employer/agency/organisation has signed the Armed Forces Covenant (%)



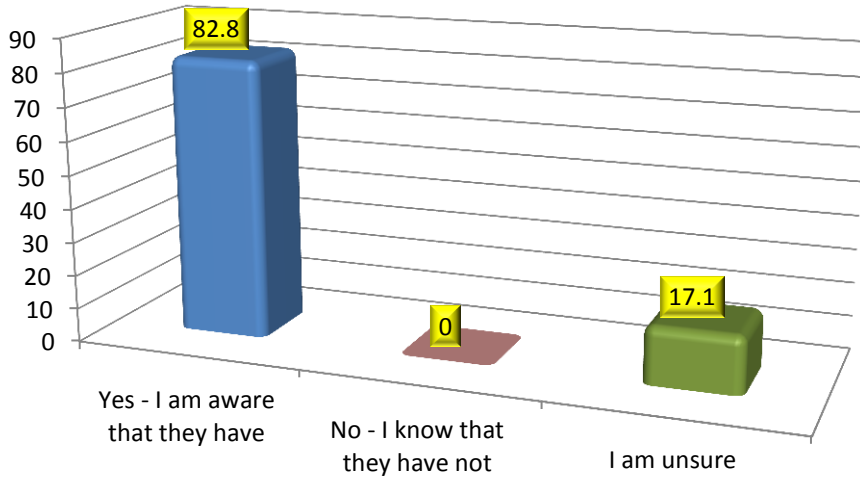
Findings:

Data shows that 39.7 of staff have actively established that their own services have signed the Armed Forces Covenant with a drop of 37.2% of staff being *unsure* suggesting that this group of staff have actively explored the issue following attending the training.

Pre - Training: Please indicate below if you are aware that your area's Council have signed the Armed Forces Covenant (%)



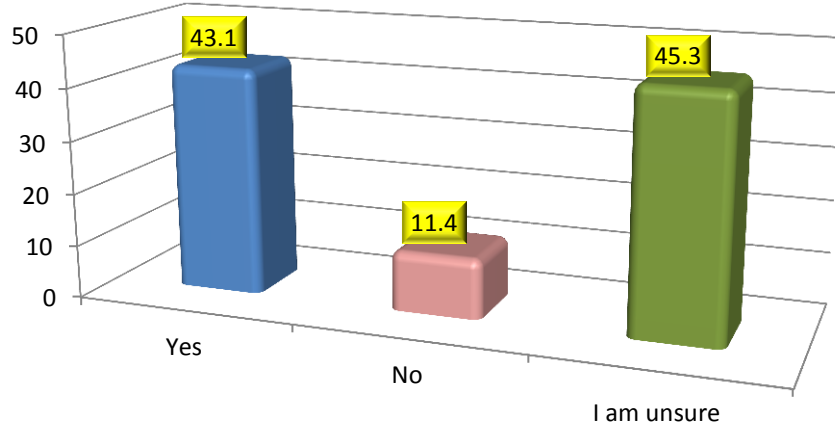
Post - Training: Please indicate below if you are aware that your area's Council have signed the Armed Forces Covenant (%)



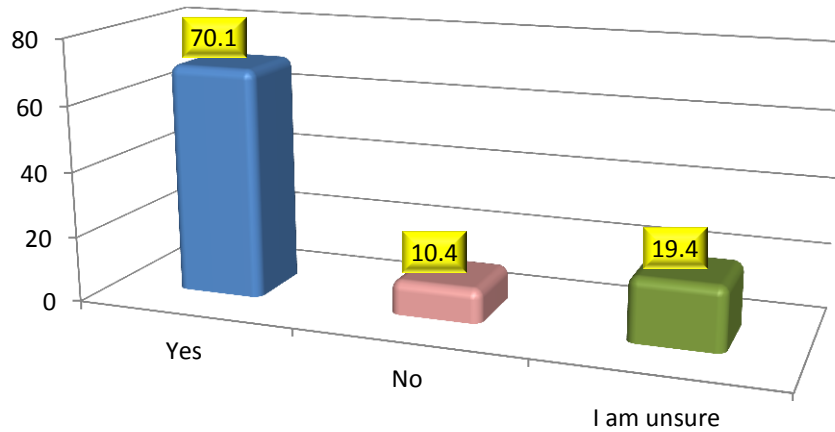
Findings:

Data shows that staff who have attending training are aware that their local authorities have signed the Armed Forces Covenant showing an increase of 39.5%

Pre - Training: If you have answered 'Yes' to the previous question, please indicate if you are aware of how to access your Council's Armed Forces Covenant group or Armed Forces Champion in your area? (%)



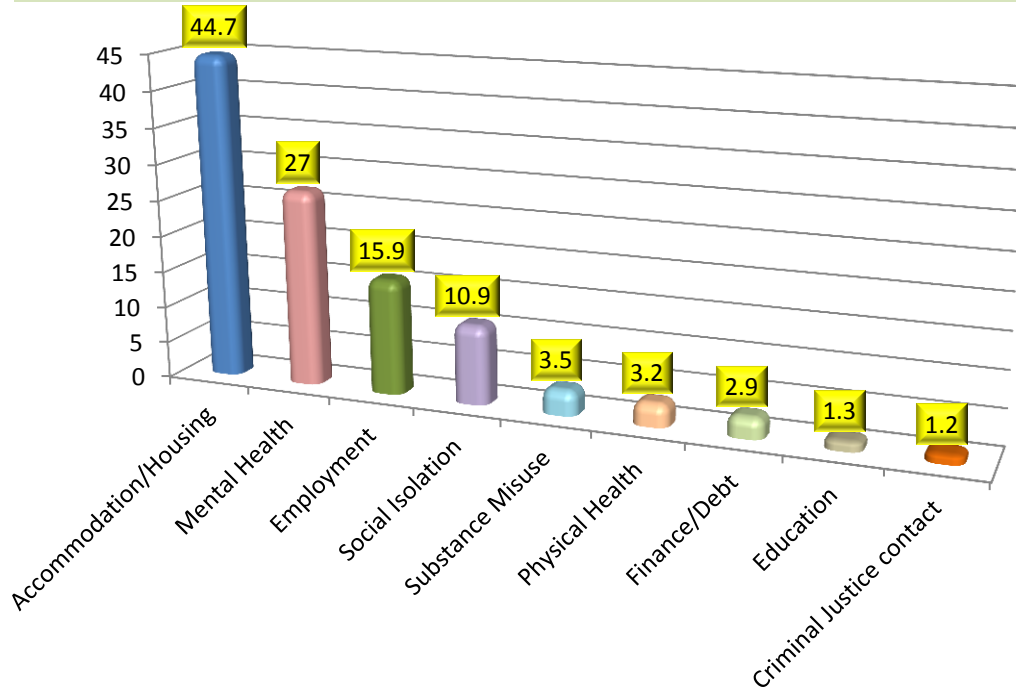
Post - Training: If you have answered 'Yes' to the previous question, please indicate if you are aware of how to access your Council's Armed Forces Covenant group or Armed Forces Champion in your area? (%)



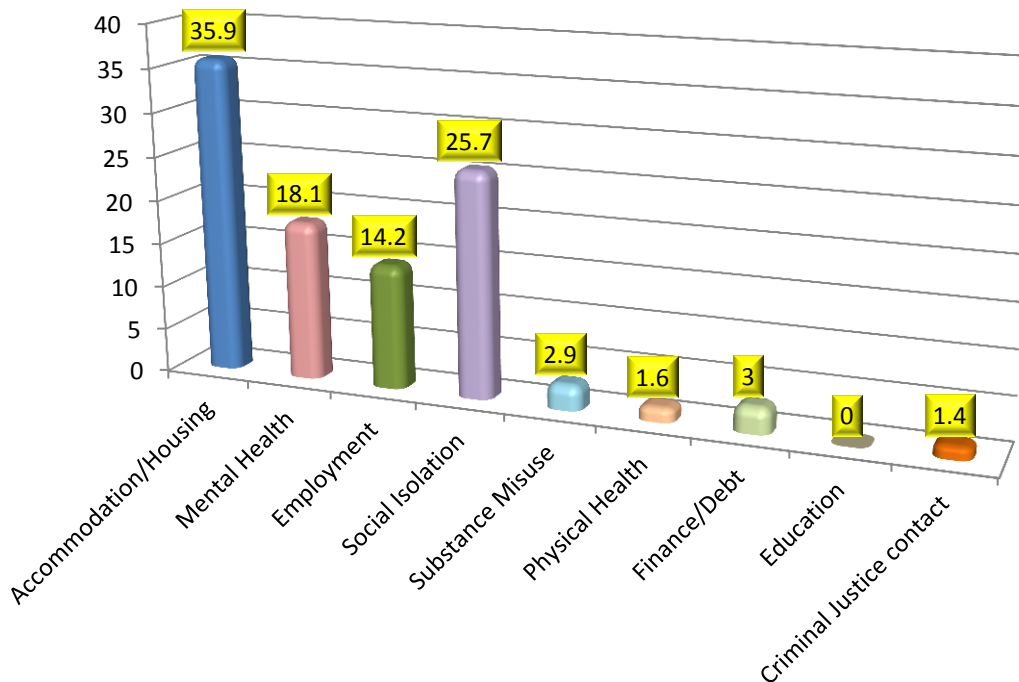
Findings:

Staff have a greater understanding of the local authority Armed Forces Covenant groups and that Councils have a designated Armed Forces Champion

Pre - Training: Please number the following aspects with regards to how important you feel they are for those experiencing transition from military to civilian society. (% showing opinion of importance by staff numbers)



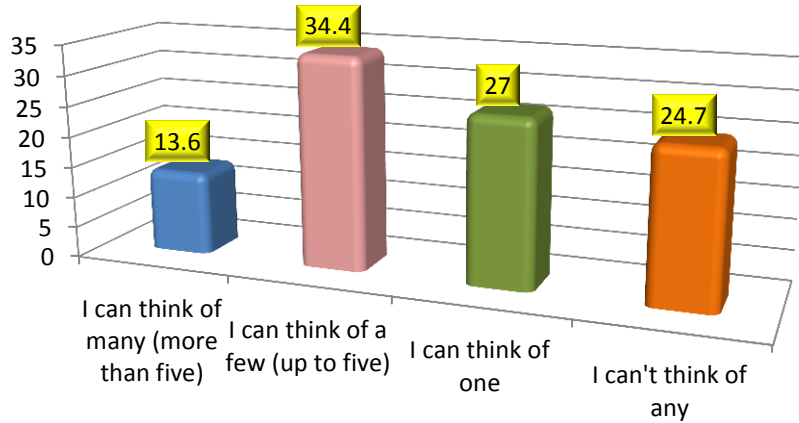
Post - Training: Please number the following aspects with regards to how important you feel they are for those experiencing transition from military to civilian society. (% showing opinion of importance by staff numbers)



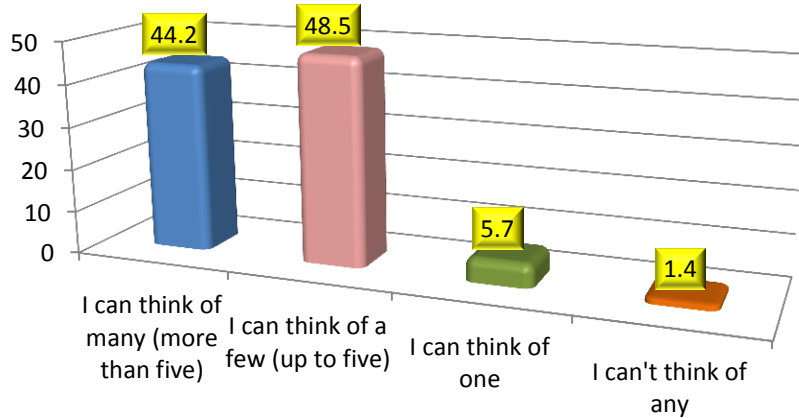
Findings:

The 4 most prevalent issues staff report when engaging with members of the Armed Forces Community are *Accommodation* (35.9%), *Social Isolation* (25.7%), *Mental Health* (18.1%) and *Employment* (14.2%). The most significant finding appears to suggest a 14.8% increase in concerns around *Social Isolation*.

Pre - Training: Please indicate the extent of your current knowledge regarding the availability of Armed Forces specific support services to which your service users/patients/customers can be signposted in your area? (%)



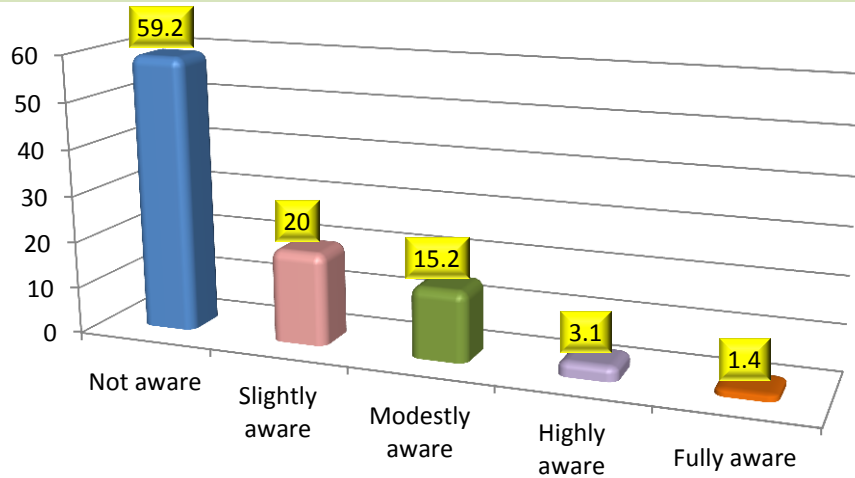
Post - Training: Please indicate the extent of your current knowledge regarding the availability of Armed Forces specific support services to which your service users/patients/customers can be signposted in your area? (%)



Findings:

Data shows that prior to receiving training staff had a *limited knowledge* (27% and 24.7%) of where to access support for members of the Armed Forces Community. However, post training, staff are very clear on how to access, refer, sign post and advice members of the Armed Forces Community regarding a wide and extensive range of support interventions and services (44.2% and 48.5% respectively).

Pre - Training: Please indicate your awareness around NHS 'Priority' Healthcare arrangements for members of the Armed Forces Community (%)

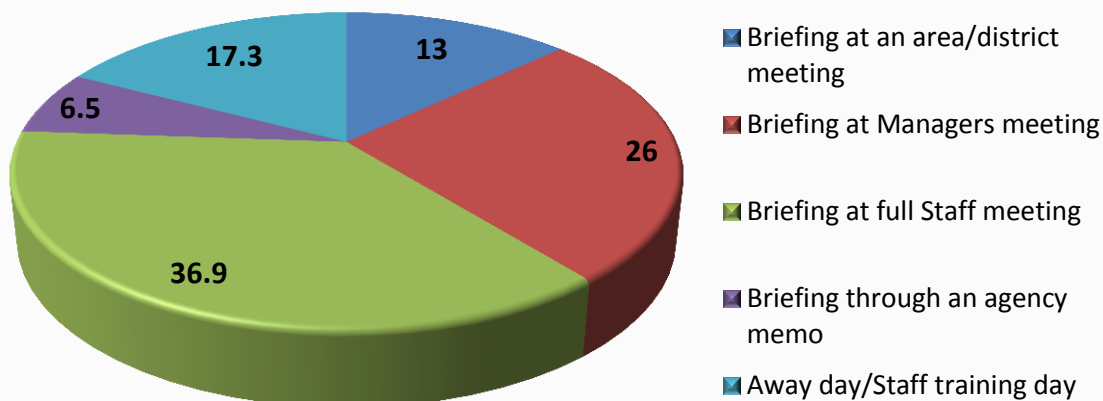


FINDINGS:

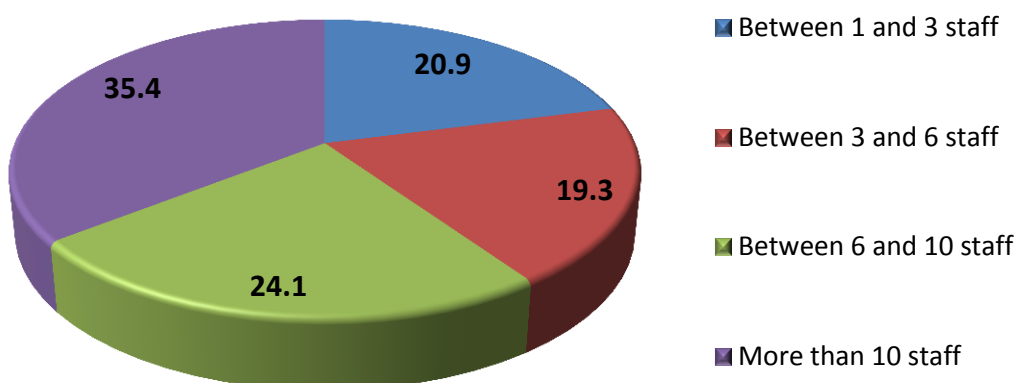
More work needs to be explored and be done regarding the NHS Constitution which now includes the Armed Forces Covenant. Following the training staff have a wide understanding of NHS and GP provision regarding priority healthcare arrangements. However, it is of concern that most had no understanding of help and support for wounded injured and sick service leavers and veterans prior to attending the training sessions

Additional Post Training Questions

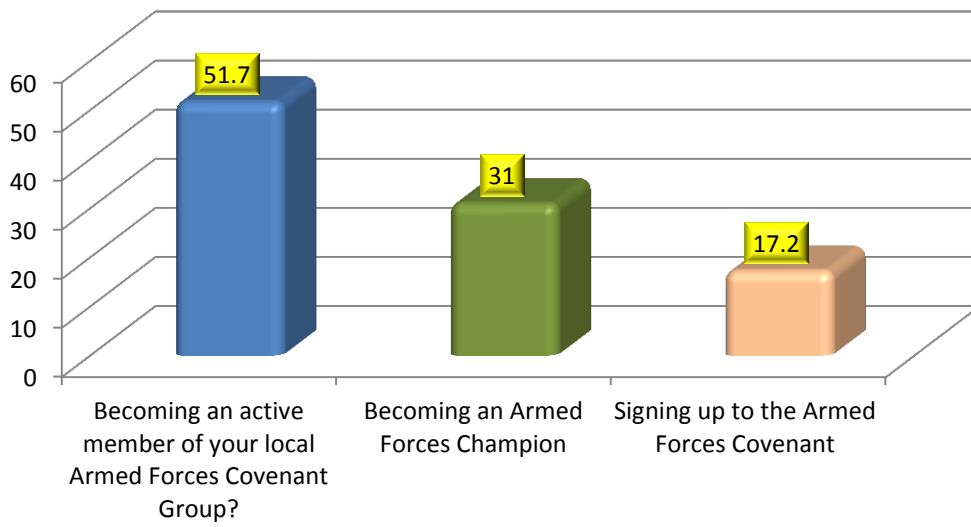
Having attended the Armed Forces Community awareness training session, please provide us with the details of the form/forum your 'cascading/dissemination' of the essence/information of the training occurred to your colleagues/agency? (%)



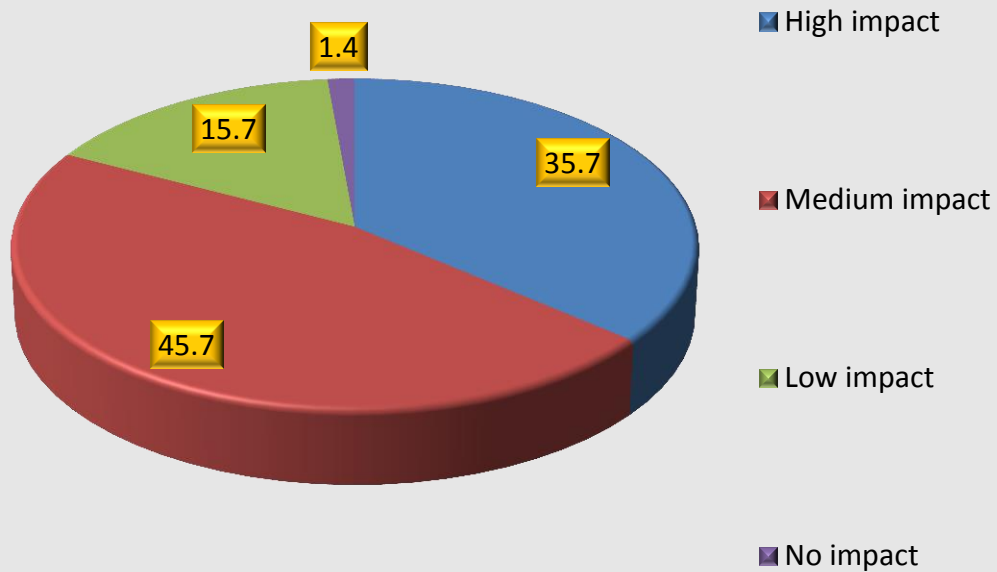
Please let us know how many people you disseminated the training to in your organisation? (%)



Please indicate below, if on behalf of your agency/organisation, you would like to know more about, or discuss the potential for: (%)



In your opinion, how much impact on your service and your engagement with Veterans has attending the Understanding Military Culture and Transition training session had?



81.6% High to Medium Impact on Service Delivery

Conclusion and Recommendations

From the data outcomes and findings extracted from the *Survey Monkey*[™] model it is clear that staff who provide community placed support services and who are outward facing with the general public are engaging more widely and on a more regular basis with members of the Armed Forces Community than they previously were aware of. This is as a direct result of being able to identify members of the Armed Forces Community, having an understanding of military culture and values and the transition to civilian life service leavers, their families and veterans have to experience. By creating an environment where participants are able to explore the military experience from a human perspective allows for a common point of reference to be established. Importantly, the *Military Human*[™] model breaks down barriers and myths when engaging with members of the Armed Forces community, as the concept of being human in its self is universal. This creates a common understanding for participants to develop a sense of empathy and understanding with members of the Armed Forces Community, provides staff with the professional knowledge and tools they require to carry out their roles and a professional confidence base to work from. The improvement and impact on service delivery is clearly evidenced by the response to the follow up *Survey Monkey*[™] data questions that specifically ask about ‘*Service Delivery Impact*’ and if the result is as a ‘*Direct Result*’ of the *Military Human*[™] training. Evidence and data clearly shows that attendance of the *Military Human*[™]: *Understanding Military Culture and Transition* training is delivering high standards of improvement in service delivery in the community, but also importantly, it demonstrates the commitment to the MoD Armed Forces Covenant and NHS Constitution signed by community service providers such as local authorities and the NHS, and that underpins the statement and recognition that ‘*the whole nation has a moral obligation to members of the Armed Forces and their families, and it establishes how they should be treated*’.(Armed Forces Covenant, 2014)

Recommendations:

- Wider advertising of training sessions to the community (local press or training sites).
- Wider advertising of training sessions to NHS, CCG and GP practice staff.
- Encourage more attendees to complete ‘*follow up*’ Survey Monkey data gathering.
- Easier process to book onto training sessions (publicise email contact details)
- Encourage students from local Universities to attend
- Confirmation of Pre and Post Survey Monkey links sent to attendees

Feedback

"All Local Authority Councillors should attend"

"The feedback from the training has been nothing short of outstanding. Thank you once again for providing this".

"As a direct result of the training my team has made contact with the local veterans' breakfast club and we are meeting tomorrow with the coordinator to discuss a public health programme"

"The session was led by a very experienced trainer", "Excellent presentation skills"

"Quality of literature and Handouts"

"I now always ask, and met my first veteran last week. He was surprised that I asked and we had a good chat which I wouldn't have had without this training"

"Useful for professional and personal life this will possibly lead to changes within service considerations and offers"

"I would definitely recommend this course and look forward to sharing my newly gained knowledge with others"

"Understanding military ways of life as I had no understanding before the session"

"Taught me that I can understand how veterans feel and how to help them go forward in their life"

"I hope that this is a mandatory course."

"Time to think how my office can do things differently to support veterans"

"It's a subject where there isn't much information on or training delivered to professionals"

"I cannot stress enough how excellent this training was".

"It far exceeded all expectations".

"I would highly recommend this for any health worker"

"More aware of military culture and obstacles to accessing help".

"Great handouts for further research"

“Information to take back to the team”

“Highlighting the need for ‘asking the question’”

“Definitely came out with lots of information and more awareness - I know where to start when a veteran is identified which I wouldn't have before!”

“It's one of the initial points I look at now when dealing with clients”

“Enjoyed discussions, clinical examples, slides and videos”

“It is a much neglected area in social work with adults, with many workers being unaware that they don't know what they don't know, and how much it shapes someone's whole culture”.

“It held my interest throughout the day”

“A clear well thought out presentation”

“Was useful to meet others in the NHS trust who share the same passion”

“Discussions about military culture in order to have a better understanding”

“Enjoyable course, informative and well taught”

“Understanding the ripple effect on families”

“More colleagues should attend”

“Make sure I ask the question (identify members of the Armed Forces Community)”

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