**ANNEX F TO CHAPTER 5**

**GUIDANCE ON THE CAREER MANAGEMENT OF ELITE ATHLETES**

References:

A. [ACIN 46/15 -](http://defenceintranet.diif.r.mil.uk/Organisations/Orgs/Army/Organisations/Orgs/cgs/Organisations/Orgs/acgs/Organisations/Orgs/MediaComm/Pages/ACINs.aspx) Maximising Talent.

B. [JSP 760 -](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx) Regulations for Leave and Other Types of Absence. C. [AGAI Vol 2 Ch 39 -](http://defenceintranet.diif.r.mil.uk/Organisations/Orgs/Army/Reference/Publications/Pages/AGAIs.aspx) The Resilience Margin (ReM).

D. [ABN 117/16 -](http://defenceintranet.diif.r.mil.uk/Reference/Briefs/ABN/Pages/ArmyBriefingNotes2016.aspx) Regular Flexible Duties (FD) – Army Trial Update 3.

E. [AGAI Vol 3 Ch 111 -](http://defenceintranet.diif.r.mil.uk/Organisations/Orgs/Army/Reference/Publications/Pages/AGAIs.aspx) Professional Sportsmen and Women in the Army. F. [JSP 757 -](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP757.aspx) Tri-Service Appraisal Reporting Instructions.

**Background**

1. The Army categorises its elite athletes as part of the Army Elite Sport Programme (AESP) which was established in Oct 14. The AESP is the Army’s (Regular and Reserve) strategic partnership with UK Sport (UKS), the English Institute of Sport (EIS) and sporting National Governing Bodies (NGBs). The aim of the AESP is to identify new sporting potential for Tokyo

2020 and beyond and the Great Britain World Class Development (WCD) sporting programmes.

2. Successes enjoyed by Army athletes will deliver outstanding opportunities to promote the Army’s reputation which supports the Army’s moral component of developing a soldier’s pride. It will also support the Army communication theme ‘Soldiers are our core strength’. The promotion of successes enjoyed by Army athletes also reinforces CGS’ Maximising Talent initiative, outlined in [Reference A,](http://defenceintranet.diif.r.mil.uk/Organisations/Orgs/Army/Organisations/Orgs/cgs/Organisations/Orgs/acgs/Organisations/Orgs/MediaComm/Pages/ACINs.aspx) by demonstrating how the Army enables talent to thrive, regardless of gender, ethnicity or sexuality.

**Aim**

3. To provide clear guidance on the career management of ‘Elite’ Athletes.

**Policy**

4. In general, the Army will continue to support most of its elite athletes by employing them in accordance with [Reference B and](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx) [Reference C.](http://defenceintranet.diif.r.mil.uk/Organisations/Orgs/Army/Reference/Publications/Pages/AGAIs.aspx) Whilst the Army encourages personnel to engage in sports as officials (including coaches) it is less appropriate for them to do so full-time for extended periods whilst in the paid employment of the Army. The Army will in such circumstances consider sympathetically applications for a Career Intermission (CI); remuneration during such breaks is the responsibility of the individual to negotiate with the prospective employing organisation. Where both athletes and officials aspire to shorter periods of full-time engagement in sport, the provisions of Unpaid Leave (UPL) or Special Paid Leave (SPL), which can be granted by an individual’s CO, are considered entirely appropriate for such a purpose, further details are available on both types of leave in [Reference B.](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx) In addition, [Reference D pro](http://defenceintranet.diif.r.mil.uk/Reference/Briefs/ABN/Pages/ArmyBriefingNotes2016.aspx)vides details on a

trial opportunity to use Flexible Duties (FD) as an alternative to a Career Intermission.

**Scope**

5. The guidance in this Annex is for any member of the Army54, officer or soldier55, who aims to compete, officiate or manage, in a sporting capacity, at national or international level. It does not include professional athletes who are managed in accordance with [Reference E.](http://defenceintranet.diif.r.mil.uk/Organisations/Orgs/Army/Reference/Publications/Pages/AGAIs.aspx)

54 Army Reserve personnel competing at national level may be considered on a case by case basis (alternative manning mechanisms may be required to facilitate this).

55 Duty status should be confirmed for compensation reasons in accordance with [JSP 765.](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP765.aspx)

**Definition of Elite Athletes**

6. Elite athletes are categorised according to the level at which they are participating and the method for their management:

a. **Tier 1 (Elite - Podium).** These are athletes who have been identified by their sport’s NGB as having the ability to achieve podium status at the Olympic Games, Commonwealth Games,World Championships or other major competition whilst representing GB, or Home Country (HC) equivalent, at full international level. As such, they are officially part of NGB Podium Programmes.

b. **Tier 2 (Elite - Podium Potential).** These are national level athletes who have been identified by their NGB and selected to represent their HC as having potential to achieve podium status in their sport but require further time to develop. If not already sponsored by their HC, Tier 2 athletes would normally therefore be considered for the Talented Athlete Scholarship Scheme (TASS):

(1) TASS is an initiative that is receiving significant funding from Sport England (£6m

2014 - 2017) with the following mission: *‘A world leading partnership between education and sport to help talented athletes in England fulfil their potential and balance their sporting development with their education and training’.* TASS supports athletes who are currently unfunded by UK Sport and sit somewhere close to the standard required for entry into Podium/World Class Development programmes – although entry criteria can be agreed/set in consultation with stakeholders.

(2) The Army Elite Sport Programme (AESP) Talented Athlete Scholarship Scheme (TASS)**56** Selection Board receives funding**57** and direction from the AESP Project Board. Whenever possible, TASS support will be provided at a location near to the individual athlete’s own unit by a TASS Accredited Centre (TAC)**58**.

(3) To be considered for TASS placement individuals must have a current recommendation from their CO and the Secretary of the respective Army sport. Selection will be assessed against at least one of the following baseline criteria:

(a) Great Britain athlete who is not part of UK Sport Podium/Podium Potential funded programme.

(b) Home Country (HC)/Foreign and Commonwealth (F&C) representative athlete59.

(c) An athlete who is recommended for a HC/F&C programme with sufficient evidence from the National Governing Body (NGB) of future potential/headroom to reach HC/F&C representative standard60.

(d) Exceptional potential identified via an AESP and/or UK Sport national recruiting campaign61.

c. **Tier 3 (Elite - Development).** Tier 3 incorporates those athletes who are developing and with potential to enter TASS. Tier 3 also includes those athletes on the BAe Scholarship Scheme; scholarships are awarded annually by DASCB. The priority for scholarships will be

56 TASS provides athlete support in the areas of Strength and Conditioning (S&C), Nutrition, Sport Psychology, Physiotherapy and

Lifestyle Coaching.

57 FY 16/17 for 33 athletes receiving 1:2:1 support and an additional 20 boxers/shooters supported by TASS Workshops as part of a

bespoke ‘TASS LITE’ programme.

58 There are currently 25 TACs in England but also approved delivery sites in Scotland, Wales and NI.

59 GB England, Scotland, Wales, NI and F&C countries.

60 This information derived from athlete training history questionnaire and recent competition results.

61 This could be as part of Talent Identification (TID), Talent Transfer (TT) or Talent Confirmation (TC) programmes.

those who are our most promising young athletes who aspire to great things. Individual scholarships are not normally awarded to Veterans or Masters. Essentially the sponsorship should cover some 30-35 athletes in all disciplines to a sum of £500 - £1500 each depending on need.

**Current Manning Mechanisms**

7. There are six manning mechanisms which can be used to facilitate individuals taking part in elite level sport outside of the Service environment:

a. **Resilience Margin (ReM).** In accordance with [Reference C,](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx) the discretionary element of the ReM allows for ‘Elite’ Athletes to train and compete at national level without creating a gap at the providing unit. Athletes from Tier 1 – 3 above can be considered and, if selected by the AESP ReM Board, could be assigned by the APC to the ReM for a period of up to 2 years. In exceptional circumstances, the duration of assignment to the ReM can be extended. If not selected for assignment to the ReM, then individuals will have the opportunity to apply to use the remaining manning mechanisms.

b. **A Career Intermission (CI)*.*** Ch 18 of [Reference B i](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx)ntroduces the opportunity for individuals to apply for a Career Intermission (CI). A CI can be granted if it is in the best interest of the individual and the Army that the individual remains as a member of the Army, but is remunerated by the organisation they represent.

c. **Special Paid Leave (SPL).** Ch 2, Sect 14 of [Reference B s](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx)tates that when a Service person has been selected to represent their country at competitive games and sports, team manage or officiate at competitions involving National Teams, then the governing body of the sport should initiate the application for SPL. When utilising this manning mechanism, the principle will be that a Service person granted leave in this way will suffer no loss of official emoluments but, equally, they will not be placed in a position to make a financial profit from the period of leave. An individual on SPL will not be replaced.

d. **Unpaid Leave (UPL).** In accordance with Ch 17 of [Reference B,](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx) Unpaid Leave is a period of absence up to a maximum of 93 days at any one time which does not merit the grant of SPL or compassionate leave. This type of leave may be appropriate for individuals voluntarily involved in national/international events. An individual on UPL will not be replaced.

e. **Annual Leave Allowance (ALA).** Individuals may use their ALA in order to participate in recognised events. However, ALA is more likely to be used by those involved in officiating or coaching.

f. **Flexible Duties (FD).** Currently, for a trial period, individuals may consider the use of FD as an alternative to a CI. FD allows the individual to work part-time for the Army on a weekly basis and then take unpaid leave for the remaining parts of the week. FD is currently on an extended trial. Preliminary details on the FD trial can be obtained from [Reference D.](http://defenceintranet.diif.r.mil.uk/Reference/Briefs/ABN/Pages/ArmyBriefingNotes2016.aspx)

**Application Process**

8. The existing manning mechanisms remain the most appropriate method for managing personnel involved in elite level sport. However, it is deemed appropriate to reiterate the procedure and define the qualification criteria:

a. **Process.** The process for applying to compete, officiate or manage in whatever capacity depends on the manning mechanism selected. The list below highlights the authority for each mechanism:

b. **Qualification Criteria and Authority.** The following should be used as a guide:

(1) **ReM.** Only ‘Elite Athletes’ who have been selected by a sporting National Governing Body (NGB) as part of a UK Sport approved Podium, World Class Development (WCD) or Home Country (HC) programme will be considered for a position on the ReM. Initial applications are to be sent to the Army Elite Sport Performance Manager (AESPM) at HQ ASCB, contact details are available on the ASCB website at [http://armysportcontrolboard.org/.](http://armysportcontrolboard.org/army_elite_sport.html)

(2) **CI.** Individuals may be offered the opportunity to apply for a CI. A CI should be applied for using Annex C of Ch 18 to [Reference B a](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx)nd staffed through the CoC, then forwarded to the individual’s Career Manager at APC.

(3) **SPL.** SPL is appropriate for competitors, event officials and team officials that do not require a significant time away from the Army to participate. SPL of less than 3 months can be authorised by the CO in accordance with the criteria in Ch 2, Sect 14 of [Reference B.](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx)

(4) **UPL.** UPL may be appropriate for circumstances not covered by the other mechanisms. UPL (up to a maximum of 93 days) can be agreed by the CoC in accordance with the criteria in Ch 17 of [Reference B.](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP760a.aspx)

(5) **ALA.** ALA can be used by any member of the Service that aspires to participate for short periods in civilian sport. ALA must be authorised by the CoC.

(6) **FD.** FD may be appropriate for individuals that do not require significant time away from the Army. FD should be applied for through the CoC and forwarded to APC.

**Reporting**

9. **Annual Reports.** Any officer or soldier likely to be away from normal duties for a prolonged period is to be briefed by their CoC on the potential career implications of their absence. ROs should seek written advice from the relevant APC Career Manager, and formally discuss this with the individual concerned. Reports on participants are to be raised as follows:

a. **Officer/Soldier transferred to ReM.** A full annual AR is required. [Reference F](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP757.aspx) provides guidance to the Reporting Officers of elite athletes assigned to the ReM; specifically:

(1) **Officers** – [JSP 757,](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP757.aspx) Pt 2, Vol 2, Ch 1, Para 23.

(2) **Soldiers** – [JSP 757,](http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/JSP757.aspx) Pt 2, Vol 2, Ch 2, Para 26.

b. **Officer/Soldier on CI.** No AR to be raised.

c. **Officer/Soldier on SPL, UPL, ALA or FD.** Full annual AR.

10. **Formal Career Review (FCR).** Individuals taking a CI or being assigned to the ReM should be offered a FCR to ensure that there is a shared and recorded understanding of the potential impact to the military career of individuals undertaking elite athlete activities. FCRs should be undertaken by the most appropriate organisation (Unit RCMO or APC CM) and a record should be kept on the soldier’s/officer’s Personal File. FCR should be repeated when individuals are extended on the ReM or CI.

**Public Relations (PR)**

11. In collaboration with HQ ASCB, the CoC that possesses Elite Athletes should seek to utilise PR opportunities in order to expose the recruitment and retention benefits that can be gained from Elite Athletes in the Army. However, careful management of the athletes must be considered and

a balance must be struck between training, competition and PR commitments. Initial advice on PR

should be sought from Unit Press Officers or Formation Media & Comms staff.

**Considerations**

12. When deciding upon an application the following should be considered: a. What return of service is the Army likely to get from the individual? b. When is the individual due to run out?

c. What transferable skills will the individual bring back to the Army?

d. If an individual is offered a CI, is the appointment sufficiently important to the NGB for them to remunerate the individual?

e. What Media opportunities are available?

f. What effect will non-reckonable service have on the individual’s career and future

pension?

**Point of Contact**

13. The initial point of contact for further enquiries is:

a. SO2 AT/Sport, Army Training Branch: (1) Tel – 94391 7917.

(2) Email – [ArmyTrg-StratPol-PD-ATSport-SO2@mod.uk](mailto:ArmyTrg-StratPol-PD-ATSport-SO2@mod.uk)