



PARLAMENT TA' MALTA

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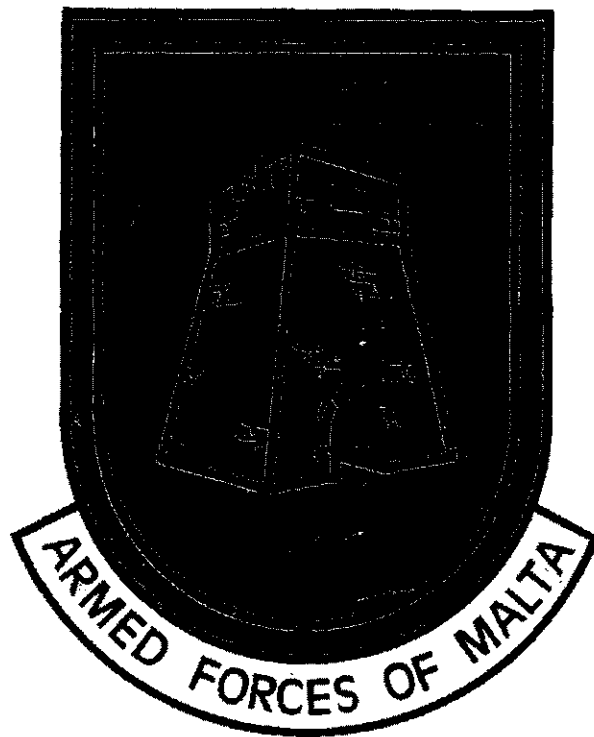
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MALTA

THE AFM OFFICERS' CAREER HAND-BOOK



OFFICE OF THE PRIME MINISTER

AUGUST 1998

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Over the last eighteen months, a number of important initiatives have been taken to develop and manage AFM officers' careers in an open, transparent and objective way so as to raise standards and, so far as possible, to provide officers with a challenging and balanced career structure.

2. To this end, there are five key policy documents which should be readily available to all officers. These are:

- The Future Pattern of Officers' Career Development and Management in the AFM
(OPM/C/848/65 III dated 11 September);

The AFM Practical Promotion Exams for Lieutenant to Captain and Captain to Major
(OPM/C/548/65 III dated 24 July 1998);

The AFM Written Promotion Exams in Military History and International Affairs
(OPM/C/548/65 III dated 15 June 1998);

- Part II of the Introduction of New AFM Officers and Non-Commissioned Officer Promotion Procedures
(OPM/C/548/65 II dated 19 August 1997);

AFM Officers' Confidential Reports
(OPM/C/548/65 III dated 28 July 1998).

3. Copies of these policy documents are enclosed in this hand-book for the information of all officers. Amendments may be issued from time to time as and when policy changes are made.

4. Amendments to the AFM Act 1970 will also be made, as appropriate. Pending the introduction of legislative amendments, the policy laid down in the documents listed in paragraph 2 above is over-riding.

INTRODUCTION OF NEW AFM OFFICER AND NON-COMMISSIONED OFFICER PROMOTION PROCEDURES

PART II : PROMOTIONS OF OFFICERS

Method for Officers' Promotions

7. If the AFM is to be able to offer a worthwhile and attractive career to young, well-motivated officers there must be built-in incentives and a career structure which enable them to achieve promotion based on merit and adequate opportunity for reward. The current system, which is the inevitable residue of gaps in the recruitment of young officers over a period of years, has produced a lop-sided pyramid, with too many officers in the older age group and too many in the younger group, with insufficient officers in the middle.

8. New procedures have to be introduced over a period of time in order to ensure that immediate expectations are met and officers are given an opportunity to adjust to the new arrangements.

9. The crux is that officers' careers should in future be:

- a. Performance-related.
- b. Achieved on merit.
- c. Structured in such a way as to offer secure employment without distorting age balance and promotion opportunities.
- d. Oriented towards achieving a younger overall officer corps.

Combatant Officers

10. Subject to what is said in paragraph 11 below, the promotions of Combatant Officers (that is, all officers except Medical Officers, the Chaplain, the ATCC and Airport Company, those holding Quartermaster commissions and the Director of Music), other than those commissioned from the ranks, (see paragraphs 12 and 13 below), should be made as follows:

- a. 2/Lieutenant to Lieutenant - After 18 months from date of commissioning, subject to recommendation.
- b. Lieutenant to Captain - 6 years after commissioning or 4½ years after attaining the rank of Lieutenant, whichever is first, subject to recommendation and passing the practical promotion exam.

- c. Captain to Major - 7 years after attaining the rank of Captain, subject to recommendation and passing the practical and written promotion exams.
- d. Lieutenant Colonel and above - Subject to selection and recommendation by CAFM. Submitted to the Prime Minister for approval.

11. However, in order to smooth out the distortions which have occurred in recent times when some Captains were promoted to Major after only 4½ years, it is proposed to introduce the new time promotions gradually as follows:

- a. For 9 officers who were promoted Captain in January 1996, promotion to Major will be after 5 years. (ie 2001).
- b. For 6 officers who were promoted Captain in February 1996, promotion to Major will be after 6 years. (ie 2002).
- c. For 7 officers who were promoted Captain in March 1996, promotion to Major will be after 7 years (ie 2003), thus achieving the steady-state position we are seeking.

This will ensure that instead of 22 Captains being promoted to Major in one year - 2003 - which would be excessive, promotions will be staggered over the years 2001, 2002 and 2003, providing the AFM with a healthier and more balanced long term promotion pyramid. Taking into account future promotions to Lt Col from the current Majors, forthcoming retirements and the present gap against establishment at Major rank, there should be sufficient flexibility in the system to enable the Commander AFM to achieve a fairly balanced officer structure over time. He will also be able to make use of 'Local' (i.e. unpaid) or 'Acting' (i.e. paid) promotions, subject to the standard procedures laid down in AFM Regulations, if he deems it would be in the wider interests of the AFM to do so.

Combatant Officers Commissioned from the Ranks

12. The long-term objective should be to ensure that all AFM officers go through the AFM Officer-Cadetship scheme. However, for some years ahead there will continue to exist the need for a number of officers to be selected for combatant commissions from the ranks. The exercise to select suitable officers for combatant commissions from the ranks should be conducted by the Commander in conjunction with Commanding Officers. The sequence will follow that set out in paragraph 6 above, with the rider that officers selected for combatant commissions from the ranks will be required to attend and pass a short Officer Training Scheme of 4 weeks' duration before being formally commissioned.

13. The promotions of Combatant Officers commissioned from the ranks will be subject to the general provisions in paragraph 10 above. However, they will not be required to take the practical and written promotion examinations and, in the first instance, they will be commissioned as Lieutenants (not Second Lieutenants). An

appropriate time-scale for the promotion of these Officers thereafter to take account of their long service in the ranks and their experience would be:

- a. Lieutenant to Captain - 4 years after commissioning
- b. Captain to Major - 6 years after attaining rank of Captain

Quartermaster Commissions

14. There will always be a need for a number of Non-Combatant appointments in the AFM to be filled by officers from the ranks. These will include the three Regimental Quartermaster posts and the AFM Director of Music, who should hold 'Quartermaster Commissions'. The time-scale for promotion will be the same as in paragraph 13, while the selection process will be based on the procedures in paragraph 12 above. The three Quartermaster posts and the Director of Music will be of Major, Captain and Lieutenant ranks depending on their seniority, length of service and promotion vacancies.

Medical Officers

15. The salaries and conditions of service of the two AFM Medical Officers are regulated by OPM letter MPO 21/91 dated 22 May 1995 on "The Salaries and Conditions of Medical Doctors, Architects, Engineers and Lawyers in the Armed Forces of Malta." No changes to these provisions are proposed. However, Medical Officers should also be required to attend the short Officer Training Scheme, referred to in paragraph 12 above, before formally being commissioned.

Promulgation in AFM Regulations

16. These new arrangements will be incorporated into the AFM Regulations in due course.

Review of Officer and NCO Promotion Procedures

17. A review of the above procedures will be conducted two years after inception to ensure that they are operating fairly and efficiently and to make any adjustments that may be necessary.